

# FINANCIAL TIMES

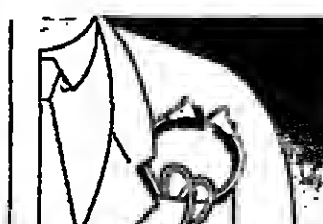
Start  
the week  
with...



Africa

US dreams of  
new relationship

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Avian flu

Are we all  
doomed?

Page 6



La Scala

Lifeless Macbeth  
dressed in kitsch

Arts, Page 13

World Business Newspaper, <http://www.FT.com>

MONDAY DECEMBER 15 1997

## WORLD NEWS

### EU relations with Turkey hit fresh trouble over invitation

EU relations with Turkey ran into fresh difficulties after Ankara criticised the EU for attaching "unacceptable conditions" to an invitation to attend a pan-European conference next year. PM Mesut Yilmaz appeared to rule out Turkish participation in the conference of present and future EU members in March. Page 16; Editorial Comment, Page 16; Philip Stephens, Page 14

**Madison budget passed**  
Mexico's Lower House has passed the 1998 budget, ending a long wrangle between the government and opposition parties which threatened to impose sweeping changes on President Ernesto Zedillo's programme.

**Swiss banks in Holocaust talks**  
The big three Swiss banks - Credit Suisse, UBS and Swiss Bank Corporation - seem to be moving closer to a settlement of US lawsuits over the accounts of Holocaust victims. Page 2

**Euro-Med talks faster**  
Euro-Mediterranean Partnership talks are making little progress because of the stalled peace talks between Israel and the Palestinians. Page 6

**Water peace talks**  
Irish PM Bertie Ahern said that the Northern Ireland peace talks are to be held in London and Dublin as well as Belfast in the new year in a bid to revive progress. Page 6

**Mandela hands over the reins**  
South African President Nelson Mandela has confirmed that his role has become primarily ceremonial. Page 4

**US seeks open sky network**  
The US foresees an open market aviation network in the Asia-Pacific area, with bilateral pacts linking each country. Page 5

**Party backs Klaus**  
Outgoing Czech PM Vaclav Klaus has been given a vote of confidence by his Civic Democratic party despite the collapse of his centre-right government. Page 2

**China arms sales pressure**  
Pressures to ease restrictions on arms sales to China are set to increase, following improved military contacts between Beijing and Washington. Page 4

**EU set to help part-timers**  
EU countries are expected to back proposed new laws guaranteeing part-time workers equal rights. Page 2

**German bomb evacuation**  
26,000 people were cleared from their homes in the Rhine town of Ludwigshafen in Germany's biggest evacuation to defuse a Second World War bomb.

**Croatia eyes CofE**  
Croatia is closer to joining the Central European Free Trade Association after signing a free trade agreement with Slovenia. Page 2

**Covert training revealed**  
An extraordinary story of a covert operation to break Australia's powerful waterfront unions with "industrial mercenaries" trained in the Middle East has been revealed. Page 4

**China tours Gulf**  
President Jiang Zemin is beginning a sales drive in the United Arab Emirates to tie up deals for France's defence industries. Page 2

**My word is my bond**  
The UK's Bank of Scotland is to give James Bond fans a licence to spend with the launch of an 007-branded Visa Card bearing the trademark gun barrel and Bond silhouette.

## BUSINESS NEWS

### US partners set to back merger of KPMG with Ernst & Young

US partners at KPMG and Ernst & Young will begin voting tomorrow and are expected to favour the global merger of the two accounting and consulting firms. Preliminary results from the UK suggest that both are enjoying strong growth. Page 17

**KLM Royal Dutch Airlines**  
appears set to win the battle against Air France and Swissair to forge a strategic partnership with Alitalia, the Italian flag carrier. Page 17

**Deutsche Telekom chief**  
executive Ron Sommer could face jail if the company fails to comply with a court ruling that it should deliver to British Telecom communications data on its international joint venture, Global One. Page 16

**Standard Life**, Europe's biggest mutual life and pensions company, announced record annual figures with a 17 per cent rise in UK new business to £2.3bn (£3.8bn) and 20 per cent rise in worldwide new business to £2.3bn. Page 18

**Hyundai**, the Korean industrial conglomerate, is to invest in a joint venture with Polish car-maker Sobieslaw Zasada Centrum for local production and assembly of Hyundai's small Atoz car. Page 19

**Costa Vignola**, the UK's largest textile and clothing group, is expected this week to unveil proposals to break up its interests. Page 18; Lex, Page 16

**Dresdner Bank of Germany**, beset by management upheaval, faced further controversy after Hansgeorg Hansen, head of investment banking arm Dresdner Kleinwort Benson, admitted tax evasion. Page 2; Lex, Page 16

**France's René de La Serre**, chairman of the self-regulatory stock market authority Conseil des Marchés Financiers, criticised rules that have frozen the FRF55bn (£8.25bn) hostile bid for the insurer AGF by Italian rival Generali. Page 19

**The New York Stock Exchange** bell will be rung today by Bob Seelert, chief executive of Cordiant, opening trading in shares of the group's demerged Saatchi & Saatchi advertising and Cordiant Communications. Page 18

**Vakco**, the Russian oil company, raised \$1bn from western banks in the first week of December, despite nervous markets. Most of the money was used to acquire rival Eastern Oil. Page 17

**Dezire Petroleum**, the company formed to explore for oil and gas off the Falkland Islands, is planning to come to the UK's Alternative Investment Market in February with hopes of raising \$7m-£10m (£16.5m). Page 18

**TRW**, the US space and defence company, is setting up a telecommunications division to step up its transfer of military technologies to the commercial sector. Page 19

**Siam City Bank of Thailand** said it had failed to raise \$13bn (£8.67m) from its shareholders, which could jeopardise a deal under which ING Bank would take a 10 per cent stake in the Thai commercial bank. Page 19

**The Corporation of London** has granted planning consent for building a further 13m sq ft of office space in the City of London financial district. Page 6

**Core Pacific**, one of Taiwan's largest securities companies, has agreed to buy the Hong Kong operations of Yamachi, the failed Japanese broker. Page 17

## Japanese recovery looks 'fragile'

# World growth to be hit by Asia fallout, warns OECD

By Richard Adams and Edward Luce in London

Growth in the world's leading economies could be nearly 1 per cent lower next year as a result of financial turbulence in Asia, according to revised forecasts by the Organisation for Economic Co-operation and Development.

"The international integration of financial markets leaves few countries unexposed," the OECD says in the latest edition of its twice-yearly Economic Outlook,

published on Wednesday.

It says total OECD growth may be depressed by 0.3 per cent this year and 0.9 per cent in 1998, while growth in the US may be reduced by 0.3 per cent this year and 0.7 per cent next year. In the European Union growth will be 0.3 per cent lower in 1997 and 0.8 per cent lower in 1998.

The heaviest impact on growth will be felt in Asia. The OECD says Japan's recovery has become "increasingly fragile" and it has downgraded its 1998 growth forecast for Japan to 1.7 per cent from 2.3 per cent. It estimates the turbulence will knock 1.4 per cent off the potential growth rates of Japan, South Korea, Australia and New Zealand in 1998.

But the OECD said its figures should be treated with caution, because of the difficulties in analysing the effects within the lysing Asian economies.

Outside Asia, the OECD expects activity to stay robust and its 29 member economies to grow by 2.9 per cent in 1998. Most of the growth will be in continental Europe. Combined growth in the EU is expected to rise from 2.6 per cent this year to 2.8 per cent in 1998. Higher growth in

Germany, where gross domestic product is forecast to rise by 3 per cent, is a main reason.

In the US, tighter monetary policy and the strength of the US dollar against its main trading partners will result in a slowdown from 3.8 per cent this year to 2.7 in 1998. Economic growth is expected to continue during 1999 at a lower rate of 1.9 per cent.

The OECD says the turmoil will help to moderate inflation. But it remains unconvinced by arguments that the current levels of economic growth in the US and elsewhere can be maintained without causing inflation to rise.

"It still remains unclear whether recent developments reflect fundamental changes in the economy as opposed to temporarily favourable factors, such as an appreciating dollar and falling import prices."

The report says that unless the Asian turmoil has a more damaging impact than expected on exports and equity markets, higher interest rates would be "prudent and desirable" in the US, the UK and Canada.

The most direct impact of the turmoil will be felt through lower OECD exports to south-east Asia and South Korea, it says. The effect of the devaluations of the currencies of Thailand, Indonesia, Malaysia and the Philippines will translate to an equivalent 6 per cent appreciation to the currencies of the OECD countries "where trade links [to south-east Asia] are strongest".

Overall, OECD exports to south-east Asia are expected to decline by \$25bn a year, while imports are expected to rise by \$15bn a year - a 0.5 per cent contraction in OECD exports and a 0.3 per cent rise in its imports.

The impact on the trade performance of the US and the EU is likely to be much greater, because of competition from the weaker Japanese yen and Korean won.

## Seoul hopes for early rescue funds amid fears of default

By John Burton in Seoul

The South Korean government, struggling to ease fears about possible debt default, this week faces the outcome of crucial negotiations between the US and the International Monetary Fund over its request for early release of bail-out funds.

Seoul is hoping the IMF or other donors involved in the \$57bn bail-out will deliver funds ahead of schedule to restore investor confidence, which has been hit by market speculation that Seoul might be forced to declare a moratorium on its estimated \$171bn overseas debt.

The US has already rejected the proposed early release of funds.

South Korea, which will hold presidential elections on Thursday, denies any danger of default on what it estimates as \$16.3bn in short-term debt due by the month's end. It says foreign currency reserves of \$10bn along with another \$7.5bn expected from the IMF rescue later this month will be sufficient.

But its full exposure is unclear since most of the debt is in the private sector and some of it is off-shore, which is not included in Korea's official estimate of loans due this month. Banks and companies account for 80 per cent of the nearly \$110bn in short-term debt due over the next year.

Although Korean officials are hoping that some of the short-term debt will be rolled over, the likelihood of that is questionable because December is when annual accounts are settled as banks call in loans to balance their books. Foreign companies in Korea might also repatriate profits, which would put further pressure on Korean reserves.

Seoul has sought to stress its commitment to implement the tough terms of the IMF package after the presidential election, with the three main candidates promising to uphold the IMF deal.

Dissatisfaction with IMF, Page 2



Russian television yesterday showed President Boris Yeltsin voting in Moscow's city council elections at the sanatorium where he is recuperating from a respiratory infection. Just a cold, Page 2. Photo AP

## Pressure mounts on EU to postpone ban on animal parts

By Michael Smith in Brussels and Maggie Urry in London

European Union nations will today come under pressure to delay a controversial prohibition on the use of animal parts following a US decision last week to ban European beef and lamb.

The European Commission is seeking a three-month postponement to April 1 on the proposed EU-wide ban of specified risk materials (SRM), including brains and spinal cords of cattle, sheep and goats.

But there are growing fears among Commission officials that the ban, part of the fight against BSE "mad cow" disease, will never be implemented, in part because of opposition from Washington. The US argues the EU ban would have a calamitous effect on trade because animal parts are used in a wide range of products, including life-saving

drugs, which are exported to the EU. Its lobbying has helped prompt the recommendation of delay.

Last week the US ordered restrictions on imports of EU beef and lamb "on food safety grounds. The US imports small amounts of EU beef and lamb but the restrictions were seen in Brussels as a warning of further retaliation if problems over the SRM ban and other farm trade issues could not be resolved.

Abandoning the ban would be a climbdown for the Commission, which decided on its implementation in July because of fears that SRM are at high risk of carrying BSE, linked to the fatal human Creutzfeldt-Jakob disease.

The UK would be infuriated if the SRM ban was abandoned. It pushed hard for prohibition, arguing that it was implementing

Continued on Page 16

## WTO pact to open up global financial markets

By Frances Williams and Guy de Jonquieres in Geneva

A ground-breaking global pact reached at the weekend to open banking, insurance and securities markets to foreign competition would expand opportunities for companies in the multi-trillion dollar sector and help restore confidence in Asia's crisis-ridden financial markets, US officials said.

In a joint statement, Charles Barshefsky, US trade representative, and Robert Rubin, US Treasury secretary, said the pact would "open financial services markets to an unprecedented degree and provide lasting benefits to US industry, the US economy and the global economy".

The US and European financial services industries have also welcomed the accord, which was clinched on Saturday morning at the World Trade Organisation's headquarters in Geneva.

The agreement will lower barriers to foreign suppliers of financial services in 70 countries and lock the market-opening commitments of 102 nations into binding WTO rules that are subject to dispute settlement procedures.

Lavrence Summers, US deputy treasury secretary, said in Washington he hoped the deal would "contribute to confidence almost

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FT.com: the FT web site provides updated news and an updated archive of back articles at <http://www.FT.com>



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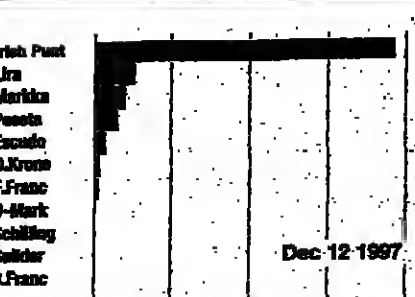
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### TRAVEL

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## EMS Grid



The Irish punt still shows no sign of dropping towards its central parity rate within the European exchange rate mechanism. It is 7.72 per cent above its central rate against the grid's weakest currency, the Belgian franc. Currencies, Page 27

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# Dissatisfaction with IMF dominates Asian summit

By James Kynge and Sheila McNulty in Kuala Lumpur

A sense of growing dissatisfaction with the International Monetary Fund's assistance programmes to Asian economies dominated the first day of an historic summit yesterday of 12 east Asian leaders.

Malaysia, the host, was the most critical but China was also less than enthusiastic. Thailand, the recipient of a \$17.2bn IMF package, said that some unspecified adjustments would have to

be made to allow for the continued deterioration of the Thai economy.

The IMF is leading rescue packages worth a total of more than \$100bn for Thailand, Indonesia and South Korea. But the funds come with onerous conditions for financial liberalisation and economic reform that are stirring considerable debate.

"There is no improvement and things are getting more difficult. Is the IMF very helpful or is the IMF causing more problems?" asked Abdullah Badawi, Malaysia's foreign minister. "The situa-

tion is becoming worse. It is a fact." Some officials have said that the IMF should show more flexibility in designing reform programmes and not simply impose conditions similar to those which helped Mexico out of its crisis in 1994. "Maybe you cannot give Panadol to everybody," Mr Badawi said, in a reference to pain relievers.

Malaysia has said it will resist seeking IMF assistance for as long as possible, but its financial crisis is deepening. China, which is not a member of the IMF, did not disguise its reservations.

"First and foremost, such assistance should not have any strings attached," said Shen Gufang, spokesman for Jiang Zemin, the Chinese president.

Thailand refrained from criticising the IMF but said that the Fund should review some aspects of its package because the baht's steep depreciation since it was formulated has meant that the programme appears out of date.

Akapol Sorasuchart, Thai government spokesman, added that a "clear signal" of support for Asia's economies from the US, Japan and European pow-

ers was needed to build confidence. Leaders are due to discuss the issue of IMF assistance at meetings today but it may prove difficult to reach a unified position, observers said.

Japan believes that the painful measures prescribed by the IMF are crucial to restoring long-term economic health.

Officials said that jittery financial markets could react negatively if the leaders arrived at a position that was critical of the IMF.

The informal summit, called to celebrate the 30th anniversary of the Asso-

ciation of South East Asian Nations (Asean), is the first time the leaders of east Asia's top powers have met without the US.

Leaders from China, Japan and South Korea are meeting counterparts from the nine members of Asean - Malaysia, Singapore, Thailand, Burma, Laos, the Philippines, Vietnam, Brunei and Indonesia.

The US is anxious that the summit does evolve into a regular event at which east Asian economic and security policies are debated and set.

## Captains compete to steer a sinking ship

South Korea's presidential election campaign could be likened to three men fighting on the bridge of the Titanic to determine who will be captain after the ship has already struck the iceberg.

Although South Korea is in danger of sinking under a sea of debts, it has not deterred any of the three candidates from wanting to gain control of the wheel.

Voters are panicking below decks as the future captains of state engage in mutual recriminations instead of offering proposals about how to save the situation.

Their only hope is that order will be restored after a new president is elected on Thursday. But there is little optimism about firm leadership. Until recently, the candidates to succeed Kim Young-sam studiously avoided even talking about the economic crisis although it was increasingly overshadowing the campaign.

South Korea's recent request for a record \$57bn bail-out from the International Monetary Fund changed all that. But although debate has now focused on the debt crisis, there has been a shortage of prescriptions on how to address the problem.

This reflects the traditional emphasis of South Korean politics on personalities rather than policies. The only clear difference is that

Lee Hoi-chang, the candidate of the ruling Grand National party, has supported the IMF agreement, while the main opposition leader, Kim Dae-jung of the New Politics party, has criticised it.

None of the candidates, including the independent Rhee In-je of the New Party for the People, has offered a specific plan to implement the reforms demanded by the IMF to overhaul South Korea's dirigiste economy. They fear alienating voters because the reforms might result in job losses due to industrial restructuring.

Analysts had hoped that recent campaign reforms made in reaction to political corruption scandals would promote more substantial debate as the influence of vested interests weakened.

Political financing from the powerful conglomerates has been curbed along with limits on campaign spending. The candidates are now relying on televised debates rather than expensive outdoor rallies to attract voters.

Those debates, however, have often been dominated by finger-pointing over who is most to blame for the economic woes while raising doubts about the candidates' commitments to reform.

Mr Lee, who is slightly behind Mr Kim in the polls, is regarded as an establishment figure unprepared to challenge the nation's ruling elite despite being a maver-

ick insider at times. Mr Kim is viewed as a prisoner of his core constituency, including trade unions, small businesses and farmers.

Although offering vague promises of liberalisation, the candidates have also promoted populist economic policies that go against the spirit of the IMF reforms. All of them want to modify laws banning secret bank accounts in an effort to tap the \$30bn underground economy for funds to ease a liquidity shortage.

Mr Lee has promised to create 3m new jobs despite the economic downturn, while Mr Kim has suggested that job cuts can be avoided if workers accept wage freezes and shorter hours.

There are few differences on other issues. All candidates back a more conciliatory policy towards communist North Korea by promoting investments to save its decrepit economy from collapse and avoid a sudden and costly reunification.

However, this has not stopped the government intelligence agency engaging in its old habit of portraying Mr Kim as a North Korean sympathiser and a threat to national security. It recently released a letter allegedly written by one of Mr Kim's former advisers who defected to Pyongyang, claiming that North Korea was hoping for his election.

John Burton



Kim Dae-jung, Lee Hoi-chang and Rhee In-je

Kim Dae-jung, Lee Hoi-chang and Rhee In-je

Kim Dae-jung, Lee Hoi-chang and Rhee In-je

after allegations his two sons dodged compulsory military service. But he has bounced back recently as a figure of stability in times of economic trouble.

Kim Dae-jung, the veteran centre-left opposition leader, is making his fourth bid for the presidency since 1971 in what appears his best chance of winning.

A populist fighter for democracy, Mr Kim, 74, would comfortably fit the label of a social democrat in Europe. He has been an advocate of trade union

rights and a harsh critic of big business. But these views are considered radical in a country where anti-communism remains the guiding ideology because of South Korea's confrontation with Stalinist North Korea.

Mr Kim has been nearly killed twice by former military governments for his beliefs in the 1970s and 1980s. His "red" image has limited his electoral appeal outside his political base in the underdeveloped south-west Cholla region, where he routinely gets

ment due to his position as perennial leader of the opposition. Doubts also persist about Mr Kim's stamina in bearing the strains of office at a difficult time because of his age.

Rhee In-je has emerged as the spoiler in the election. Although his independent candidacy is given little chance of winning, he may take enough of the nation's majority centre-right vote from Lee Hoi-chang, the government candidate, to tilt the election in favour of Kim Dae-jung.

The appeal of Mr Rhee, a former provincial governor and labour minister, rests on two factors. He is young for a leading Korean politician at 49, which he exploits by arguing a generational change in the nation's stodgy establishment. He likes to compare himself with Bill Clinton, the US president, and his wife is known as Korea's Hillary because of her strong views.

His other strength is that he has an uncanny physical resemblance to Park Chung-hee, the late military dictator, who created the modern South Korean industrial state in the 1960s and 1970s.

But it is Mr Rhee's close association with Kim Young-sam, who is being reviled as Korea's worst president, that has hit his election chances. For a brief period last month, he appeared to be challenging Kim Dae-jung as frontrunner until it was revealed the president was supporting Mr Rhee's campaign.

John Burton



## Can a British company still influence the world car market?

Alec Issigonis unveiled his revolutionary Mini 38 years ago. The country's volume car makers haven't had much to celebrate since.

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# Pressures grow to ease curbs on arms sales to China

By Bruce Clark and Tony Walker  
in Washington

Pressures for an easing of restrictions on arms sales to China are set to increase following sharply enhanced Sino-US defence exchanges.

US and China initiated an agreement on Friday aimed at preventing naval clashes as part of a widening circle of military contacts agreed by President Bill Clinton and Jiang Zemin, his Chinese counterpart, at their October summit in Washington.

European states led by France and

Italy have been pushing for a review of sanctions on arms transfers to China imposed after the crackdown in 1989 on student protesters in Beijing's central Tiananmen square.

John Frankenstein, an expert on the Chinese military, said pressures to get back into the China market were intensifying because of a slowdown in the European and US defence industries.

US and European companies supplying "dual use" technology for the aerospace industry are at the forefront of efforts to persuade governments to review post-Tiananmen curbs.

But Congress remains strongly opposed to a loosening of such restrictions because of China's growing military power and its desire to increase its regional influence.

A staff member of the House of Representatives Committee on National Security described as "egregiously irresponsible" a recent decision to allow the sale by Westinghouse of navigation equipment which could be used on Chinese "cruise" missiles.

But Beijing and Washington appear determined to expand defence links to encourage greater predictability in

Sino-US relations. The current visit to the US of Lt Gen Xiong Guangkai, the deputy chief of staff of the People's Liberation Army who has overall responsibility for military intelligence, is part of this process.

Gen Xiong held two days of discussions with Walter Slocombe, under-secretary for defence, on a wide range of global and Asia-Pacific issues, including problems on the Korean peninsula. He is also touring US defence academies and universities.

His party signed the maritime military consultative agreement to avoid

accidents between the US and China at sea. It will be signed early next year in Beijing by William Cohen, US defence secretary. Mr Cohen was to have gone to China in November, but deferred the trip because of the Iraq crisis.

The two sides also discussed prospects for co-operation in humanitarian relief and increased exchanges of military personnel and officers at defence universities in the US and China. These are part of efforts to build a "constructive strategic partnership" agreed by Mr Clinton and Mr Jiang.

However, US-China military relations

have a long way to go before they reach the level of the mid-1980s, when both nations faced a challenge from the Soviet Union.

In those days, the US sold China lethal weapons, such as torpedoes and radar systems for aircraft, and allowed China to make US missiles under licence. The two nations also had an intelligence liaison programme.

Michael Pillsbury, a leading US analyst of the Chinese military, said of the Xiong visit: "This is a good first step, but we have not reached the level of the 1980s and we may never do so."

## Mandela confirms 'ceremonial' role

By Roger Matthews  
in Johannesburg

Nelson Mandela confirmed yesterday his role as president of South Africa had become primarily ceremonial. "I am still the *de jure* president, but Thabo Mbeki [the deputy president] is the *de facto* president. He is the man already running the country. I am now just a ceremonial president," Mr Mandela said in a live television interview.

Mr Mandela's statement came just 48 hours before he steps down as president of the African National Congress at the start of a four-day party conference in Mafikeng. Mr Mbeki is the only nominee for the party presidency and is due to become head of state when Mr Mandela leaves public office at the April 1998 general election, which the ANC is assured of winning.

Mr Mandela described Mr Mbeki as a very warm man of "exceptional qualities" who was especially sensitive

to people's suffering, and a skilled diplomat. "Because he is already running the country the handover will be very smooth," promised Mr Mandela.

The ANC leadership may also have succeeded in smoothing over most divisive issues within the party, or at least ensured they will not be aired publicly this week. Last minute changes to nominating procedures may have ended the attempt by Winnie Madikizela-Mandela, the president's former wife, to win nomination as a candidate for deputy president. Having failed to be nominated by any of the party's provincial branches, Mrs Mandela's only hope rests in winning support from the floor of the conference. But a sudden rules change means that instead of winning the support of just 10 per cent of the delegates, a candidate must now secure 25 per cent, a task probably beyond her.

Mr Mandela also seemed confident that arguments over the government's economic policy, which stresses the need for strict fiscal discipline, could be satisfactorily resolved. He admitted there were differences between the ANC and its two main allies, the Confederation of South African Trade Unions and the Communist party, which are demanding heavier government spending on social programmes. "We do not apologise for our policy, but if we feel they have a strong point then we will try to accommodate them," he said.

The president similarly ruled out the risk of more fundamental splits emerging within the ANC. "The problems we face as a country require the ANC to remain, and for the people of this country to speak with one voice if we are to reverse the legacy of apartheid," he said. He believed a merger with the Inkatha Freedom Party headed by Chief Mangosuthu Buthe would be "very progressive" but denied having offered his former rival the post of deputy president.

### CONTRACTS & TENDERS

#### CROATIAN INSTITUTE FOR HEALTH INSURANCE, HEADQUARTERS Zagreb, Margaretska 3, Republic of Croatia PUBLIC BIDDING FOR SUPPLY OF MEDICAL EQUIPMENT

1. The Republic of Croatia has received a loan No. 3843 - HR from the International Bank of Reconstruction and Development (World Bank) in various currencies towards the cost of the Health Project and it is intended that a part of the proceeds of this loan will be applied to eligible payments under the contract for medical equipment.

2. Purchaser: Croatian Institute for Health Insurance Headquarters, Zagreb, Margaretska 3

3. The Croatian Institute for Health Insurance now invites sealed bids from eligible bidders for the supply of medical equipment packages:

Package 8.01 Medical equipment for perinatal care

Item	Quantity
Item 8/1 Cardiocardiograph	53
Item 8/2 Cardiocardiograph with enhanced data processing capabilities	7

Package 9.01 Medical equipment for intensive care units

Item	Quantity
Item 9/1 ICU Compact or modular monitor	124
Item 9/2 ICU Modular monitor	20

4. The bidders could be legal entities registered for production and/or trade distribution of the equipment specified in Article 3 of this Invitation in the Republic Croatia or abroad.

5. Interested eligible bidders may obtain further information from and inspect the bidding documents from December 15, 1997 during working hours 09-14 at the office of:

Hrvatski zavod za zdravstveno osiguranje, Direkcija  
(Croatian Health Insurance Institute, Headquarters)  
Margaretska 3, Zagreb, Republic of Croatia, first floor, room 19.  
Phone: 385-1-425-666/82  
Fax: 385-1-425-471

6. The bidding documents for each of the packages as listed in Article 3 may be purchased by any interested eligible bidder on the submission of the written application to Croatian Institute for Health Insurance and upon payment of a non refundable fee of USD 100 to the account 30101-620-37-7022-0682800-3838 or equivalent amount in HRK at the minimum exchange rate of National Bank of Croatia, effective on day of payment to the account 30102-640-609 in favour of Croatian Health Insurance Institute, Headquarters, Margaretska 3, Zagreb, Republic of Croatia.

7. All bids must be accompanied by a bid security of 2% of the total bid value in one of the following original documents: Bank guarantee, an irrevocable Letter of Credit or a cashier's check, and must be delivered in sealed and closed envelopes on or before the time stated in the Specific bidding document for each package to the following address:

Croatian Institute for Health Insurance, Headquarters  
Margaretska 3, 10 000 Zagreb, Republic of Croatia,  
administration office, second floor, room 13

with the note:

"BID FOR (mention the name of package of equipment) - DO NOT OPEN!"

8. Bid will be opened in the presence of bidder's representatives who chose to attend bid opening at the time and day as mentioned in each individual bid document at the address:

Croatian Health Insurance Institute, Headquarters  
Margaretska 3, second floor - conference room, Zagreb, Republic of Croatia

## 'Union busting' furore in Australia

By Owen Robinson  
in Sydney

An extraordinary tale of a covert operation to bust Australia's powerful waterfront unions with "industrial mercenaries" trained in the Middle East has emerged. The revelations follow a decision by the UAE at the weekend to suspend training of Australian stevedores in Dubai.

The Dubai government's decision followed threats on Saturday by the UK-based International Transport Workers Federation (ITWF) - the umbrella body for almost 450 of the world's maritime unions - to impose a worldwide shipping ban on the Arab port if it did not suspend the training.

By threatening industrial action, the Federation supported the claim by the Maritime Union of Australia (MUA) that the Dubai training was part of Australian government attempts to hasten waterfront reform and break the union's hold over the ailing shipping industry through "dirty tactics".

Dubai, with its twin ports of Rashid and the Jebel Ali free zone, is among the world's top 12 for handling and trans-shipment of container cargo. The UAE said it would suspend the training of Australians until an inquiry was conducted to "allow an adequate decision to be made" on the controversy.

Weekend disclosures that

serving Australian military personnel were among the recruits being trained in Dubai raised questions about Australian government complicity in the operation.

John Coombs, head of the MUA, and the opposition Labor party have alleged that private Australian shipping interests, together with the government and the country's conservative Farmers' Federation, were behind the training plan as a means to create a non-unionised, paramilitary-style, waterfront "strikeforce".

The National Farmers' Federation, which relies on shipping for its agricultural export business, has been an ardent advocate of waterfront reform.

The exact number of trainees, who began arriving in Dubai from Australia 10 days ago, is not known. But video footage and contact with recruits by Australian reporters in Dubai suggest that at least 200 are currently undergoing training at a special facility hired out to foreign companies by the Dubai Port Authority. Most are ex-servicemen and retired police officers.

Two former SAS officers who run a private Australian security company, Fynwest, confirmed they had been hired to train the stevedores and had recruited them through advertisements in military newspapers. They would only say, however, that their client

was an "Asia-Pacific" shipping company. The opposition warned the introduction of industrial mercenaries in Australia would trigger "unprecedented violence".

The government's earlier denials of the allegations gave way yesterday to criticism of the ITWF for endorsing the Australian union's campaign. Richard Alston, acting minister for workplace relations, said the MUA's Mr Coombs "made Ned Kelly look like a choirboy", referring to Australia's most notorious bushranger.

Mr Alston also warned that the union's campaign had jeopardised A\$1bn (US\$870m) worth of trade with the Middle East.

Experts say impact of emission curbs on producers may take decades to emerge

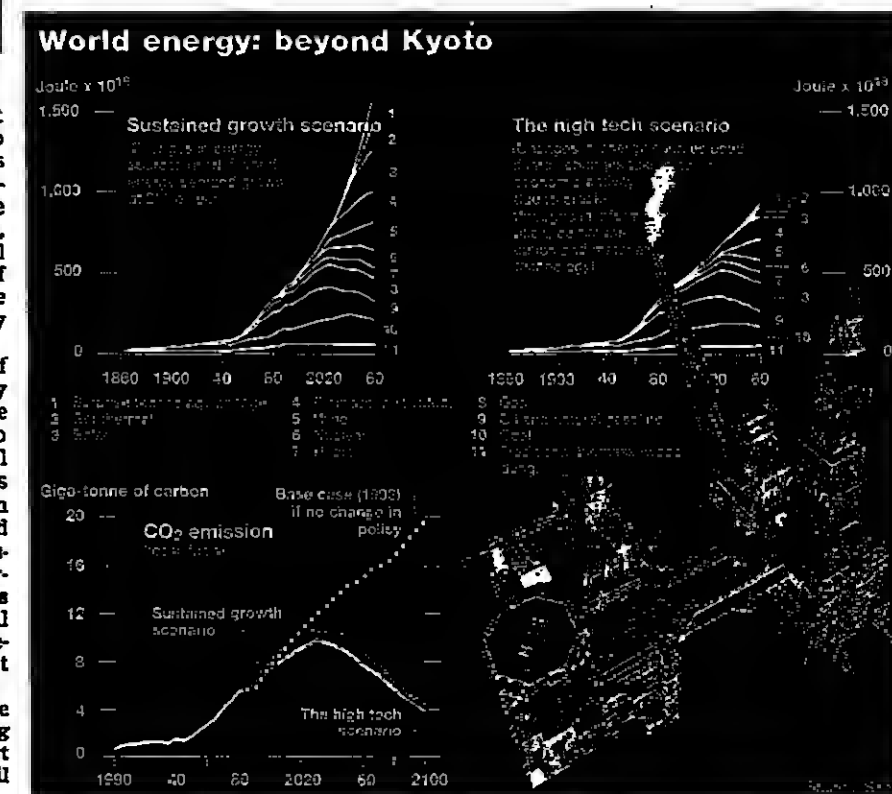
## Kyoto likely to bolster energy trends

By Robert Corzine

The compromise agreement reached last week in Kyoto to cut global greenhouse gas emissions is likely to reinforce existing trends in the world's energy industries, rather than trigger a radical or early shift in the type of energy produced and the way it is used, say industry experts.

The overall impact of Kyoto on the world's energy producers will probably take years or even decades to emerge fully. Much will depend on whether it turns out to be merely the first in a series of legally mandated cuts in greenhouse gas emissions. Another big uncertainty is the specific policies that emerge from individual national governments, especially in low energy cost countries such as the US.

Some expect a general rise in energy prices in coming years as governments resort to higher taxes to cut fossil fuel demand. Robert Mabro, director of the Oxford Institute for Energy Studies, believes oil, and especially petrol, may bear the initial brunt of any such action. "Oil is always been easier to tax than coal," he says, especially in countries where miners continue to



exert political clout.

Governments may also find it difficult to add more taxes to natural gas, given that higher gas prices have a disproportionate impact on vulnerable groups such as the elderly and the poor.

"But industry will scream if you put the additional tax on diesel or fuel oil," says Mr Mabro. "So they will put it on the car." But tougher petrol duties in countries with already high tax rates do little to

higher gasoline taxes in the US, whereas the steady increase of fuel taxes in western Europe is seen as more of an irritant than a serious threat.

Natural gas producers are likely to get a big boost from Kyoto. "In the short term, climate policies favour a fuel shift along a chain from coal to oil to natural gas," according to a recent study by the International Energy Agency, the western world's energy watchdog based in Paris. The displacement of old conventional coal-fired power plants by efficient gas-fuelled turbines is an established trend and one of the quickest and cheapest ways for countries to reduce emissions.

The use of renewable energy sources is expected to grow steadily, although as Chris Fay, head of Shell UK, points out, it can take 40 years or so to introduce a new energy form. A recent Shell study suggested the growth of renewables will depend on whether overall energy demand and prices remain relatively high.

It concluded that a fall in global energy demand due to technical breakthroughs in communication and material technologies could actually inhibit the growth of renewables, as the price of conventional energy such as oil and natural gas would fall.

## Companies consider their options

By Lyle Boulton,  
Environment Correspondent

Business leaders must plan for the introduction in the medium term of some mandatory curbs on fossil fuel use.

This is the chief human source of carbon dioxide, the principal greenhouse gas linked to dangerous climate change. As a first step, companies with energy-consuming production processes and products should identify opportunities for saving energy. Although this requires some investment, greater energy efficiency usually pays for itself and even saves money through lower energy bills. While many larger energy-intensive companies have already taken such measures, many other companies have not bothered.

A second step might be for companies to simply wait until governments clarify how such reductions will be counted in their favour. Once such assurances are received, a third step will be to accelerate the development of both energy-efficient production methods and products.

Just before Kyoto, the UK chemical industry, for example, agreed with the government that by 2010 it would cut carbon dioxide emissions from energy consumption by a total of 30 per cent from 1990 levels. While this will count as part of the sector's compliance with UK curbs arising from Kyoto, other companies need similar

assurances that whatever they do will be recognized by the government before they do it. Otherwise they are in danger of being saddled with additional obligations on top of the improvements they have already made voluntarily.

The exact form of greenhouse gas controls will vary from place to place. As the three main powers of the industrialised world, the EU, the US and Japan agreed similar emission reduction targets from 1990 levels of 8 per cent, 7 per cent and 6 per cent respectively between 2008 and 2012.

But while the US is bent on achieving most of its target through emissions trading, business in the EU should expect some additional regulation, and possibly even taxation to curb energy waste. Japan, already far more energy efficient than either the US or the EU, will have to build on a programme of voluntary agreements with individual economic sectors ranging from department stores to shipbuilding.

While greenhouse gas trading is unlikely to start for a few years, companies would be well advised to understand how emissions trading works in the US for sulphur dioxide, which causes acid rain. This allows companies to emit as much pollution as they have permits for. Applied to climate change, companies which make savings of carbon dioxide could sell surplus permits to

those which lag behind in efficient use of energy.

Understanding the concept would give companies more power to negotiate with governments on how they achieve the Kyoto targets. Trading would give business more freedom to decide the methods and timing for achieving overall carbon dioxide emission limits set by governments.

One important way of learning about emissions trading would be to get involved in a pilot programme being launched by the United Nations Conference on Trade and Development.

This already involves a dozen governments, including the US and the UK, and several companies including British Petroleum.

A fourth course of action for big companies is to consider how they can reduce emissions of carbon dioxide and other greenhouse gases by investing abroad.

A Clean Development Mechanism created at Kyoto allows companies to count towards their country's domestic targets any emission reductions they achieve in developing countries.

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The term of office of the present ETSI Director General will expire at the end of November 1998.

Formal appointment is to be made by the General Assembly of ETSI. The term of office should not exceed a period of five years which may be extended. The incumbent Director General has confirmed that he will present his candidature for the election which is to take place 28-29 March 1998. In preparation for this, a short-list is being drawn up.

Please send your application in English by February 1, 1998 to the:

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Seagate Technology closure highlights the problems facing foreign investors

## Spotlight on Ireland's vulnerability

Irish officials have long been aware of the economy's exposure to the volatile international electronics business. But the closure last week of Seagate Technology with the loss of 1,400 jobs has inevitably raised the question: just how many of Ireland's foreign companies are vulnerable?

The contribution of the electronics sector to Ireland's recent strong economic performance represents 10-15 per cent of gross national product. Ireland accounts for more than 30 per cent of all US electronics investment in the European Union in computer hardware, software, peripherals

and telecommunications, with Intel, IBM, Hewlett-Packard, Gateway and Dell all having large plants.

Seagate, a disc drive manufacturer, points to overcapacity for its product. The market was also price-sensitive in a way the company did not anticipate when deciding to base a plant in Europe.

But Liam Cahill, of Intel, the US chip manufacturer which has its European base near Dublin, played down the likelihood there could be a more widespread fall-out for the industry. He said the personal computer market is growing at 15-20 per cent a year. The real pressures

come not from a market slowdown but from "inter-sectoral competition".

With its Pentium chip accounting for 80 per cent of demand, Intel might not look vulnerable. But even Intel can sometimes misread the market - as happened with the D-Ram memory chip a few years ago when \$100m had to be written off as prices fell. Part of Seagate's problem, said competitors, was its throwback to the "screwdriver" era, where Ireland's attractions were largely a cheap and relatively skilled workforce, and a 10 per cent tax rate for corporate profits.

Such assembly plants are

vulnerable to price substitution. The Irish government now encourages companies to upgrade technologies and introduce strategic functions such as research and development and marketing. "It's much harder for a company with deep roots to pull out," said Kieran McGowan, chief executive of the Industrial Development Agency, which approves foreign investments. But he admitted at any one time the IDA would be monitoring 15 of the 150 electronics companies.

The well publicised problems at Apple, the US computer company, mean the future of the plant at Cork is "a cause of constant con-

cern". He said "two or three" other unnamed investors are currently facing difficulties.

The IDA policy has been hugely successful, luring investors with a low tax rate rather than generous grants - an important consideration for new companies seeking to maximise earnings growth to attract new shareholders. Moreover, the risk for the Irish authorities is smaller than it would be in the UK or other EU states where direct subsidies are more generous. Seagate is being asked to repay the £11m (\$16m) provided in capital grants.

John Murray Brown

## Gains for US, Europe despite Asian turmoil

Growth in the US and Europe is expected to remain strong in 1998 in spite of the negative effects of the Asian turmoil on the developed economies.

With combined growth of 2.9 per cent predicted for next year, the 28 members of the Organisation for Economic Development and Co-operation are expected to grow only slightly less quickly than the 3 per cent forecast for 1997.

Despite the damage to OECD exports from the currency devaluations in south-east Asia, the Asian crisis could also have a benign impact on non-Asian economies, the OECD's twice-yearly economic outlook suggests.

The pressure to raise interest rates in the US could be moderated partly by the disinflationary impact of cheaper Asian imports.

Prime interest rates in the US are expected to rise by just 0.5 percentage points in the US in the first half of 1998. But it is still unclear how much the Asian crisis will counteract the inflationary potential of growing capacity constraints in the US and the UK.

The cost of mistakes in judgment may be potentially high, it warns. Nevertheless, with the exception of Japan, where interest rates are already very low, the impact of the crisis should "moderate" interest rate rises elsewhere in the OECD. This could halve the potential impact of the Asian crisis on OECD

Impact of SE Asian financial turbulence

Percentage deviation from baseline	Real GDP 1997 1998	Net exports \$B 1997 1998	Inflation % 1997 1998
United States	-0.8 -0.7	-0.1 -0.3	0.0 -0.3
Japan	-0.6 -1.4	-0.2 -0.5	0.0 -0.9
Europe, Japan	-0.3 -0.8	-0.2 -0.5	0.0 -0.9
Korea, Australia, New Zealand	-0.5 -1.4	-0.3 -0.7	-0.1 -0.5
Total OECD	-0.3 -0.9	-0.2 -0.5	0.0 -0.9

Notes: Nominal exchange rates and real interest rates in OECD assumed unchanged. In South and Southeast Asia, contribution to the change in the level of GDP in percentage points. Changes in the private consumption index.

Source: OECD

growth from almost 1 per cent off GDP growth to around 0.5 per cent, it says.

The effects of the crisis on world equity markets are harder to assess. The report warns against exaggerating the effect on consumer demand of a drop in US and European equity markets.

Contrary to some predictions, a correction in US equity prices may not significantly damp consumer spending - and lead to a corresponding rise in the household savings rate.

The report also examines Europe's transition towards economic and monetary union (Emu), and warns: "At this stage there remains a somewhat uncomfortable degree of convergence in the cyclical cycles of countries that might participate in Emu," with "unwelcome adjustments" caused by the enforcement of a single interest rate.

The report calls for further structural reforms, especially in the labour markets. But it paints an optimistic

outlook for the prospective members of a single currency, due to start in 1999.

The OECD projects rising GDP growth and falling unemployment within the 11 likely member economies, excluding the UK, Denmark, Sweden and Greece. It forecasts growth of 2.9 per cent within the "euro area" in 1998, compared with 2.4 per cent in 1997.

The organisation also sees the euro area's "output gap" - the difference between actual GDP and potential GDP output - narrowing from minus 1.7 per cent this year to 0.6 per cent in 1999.

The report also suggests that - assuming a 10 per cent appreciation in the euro against other OECD members - GDP growth in the euro area will decline in the period leading up to 2000, with a positive growth effect for the US, Japan, and the rest of Europe.

Edward Luce and Richard Adams

## Euro-Mediterranean forum stalls

By Judy Dempsey in Jerusalem

The Euro-Mediterranean Partnership, established by the European Union in 1995 to promote economic, trade, political and social contacts with 12 countries in the Mediterranean region, is failing to make progress because of the stalled peace negotiations between Israel and the Palestinians.

As a result, EU officials said it was increasingly difficult to arrange EU-Mediterranean meetings in Arab countries because some of them did not want Israel to attend.

The meetings, held within the framework of the 1995

Barcelona Declaration, cover three areas: political and security, economic and financial, and social and cultural partnerships.

Together, they are supposed to promote confidence and security-building measures in a region plagued by instability, as well as economic co-operation, still hampered by protectionism. The region's share in total of EU external trade is about 9 per cent for exports and 8 per cent for imports.

But in recent months, EU officials said the EU-Mediterranean Partnership - which includes the Maghreb countries, Egypt, Jordan, Syria, Turkey, Lebanon, Israel and the Palestinian Authority -

had "taken a battering". "We've always said dialogue should continue regardless of the political considerations and what is happening with the peace process," commented an official.

The first public opposition in Israel attending these conferences was in September, when Tunisia hosted a business conference sponsored by the European Commission. The Israelis failed to get a response for visa requests.

In October, Morocco unexpectedly cancelled an EU-Mediterranean meeting of trade and industry ministers. An EU official was told the Moroccan officials would not comment on why the

Israel to attend. "Rather than refuse the Israeli delegation visas, they simply cancelled the meeting," the official said.

Last month, at the third Euro-Mediterranean summit of economic and social committee in Casablanca, Morocco, the Israelis did not receive visas and the Palestinians walked out because their flag was not represented.

"We were very annoyed with the Moroccan," an EU official said. "This was a non-governmental meeting. It was turned into a political one. We boycotted the opening session in protest."

Moroccan officials would not comment on why the

Israelis were refused visas. But an article in Maroc Hebdo international, a weekly newspaper, said it was because Israel was delaying issuing visas for Moroccans wanting to visit Israel. "This is simply not true," said an Israeli diplomat.

EU officials admit they face a dilemma in coming months. If conferences are convened in Arab countries, the risk is Israel will not be invited, unless the EU is prepared to take a tougher stance in defending the original aims of the Barcelona Declaration. "I imagine more meetings will take place outside the region," an official said.

## US eyes open market aviation network in Asia-Pacific area

By Nancy Dunne in Washington

The US envisages an open market aviation network in the Asia-Pacific area, with each country linked in a series of bilateral pacts with the US and each other, according to a senior US transport department official.

The regional network might be negotiated as a whole or gradually evolve into a *de facto* grouping, said Mark Gerchick, deputy assistant secretary

for aviation and international affairs. It would then provide momentum towards "open skies" around the world. However, Japan continues to oppose the process and has resisted American pressure for "open skies" to eliminate restrictions on routes, capacity, pricing and entry.

In talks which begin today, the Clinton administration hopes to complete a framework for a liberalisation of the current bilateral arrangement.

Tokyo and Washington had resolved several of the issues dividing them, according to one observer. The US has backed away from a demand to deregulate pricing, but continues to press for "code sharing" partnerships between US and third country airlines and between two US airlines.

It is expected that American and Japan Airlines will link up in a code sharing deal and All Nippon Airlines will tie up with United Air Lines.

The US has agreed "open skies" pacts with Singapore, Malaysia, Taiwan, New Zealand and Brunei. "Relatively few" issues remained before completing an "open skies" deal with Korea, said Mr Gerchick. The Indonesian Air Carriers Association has already called for an open market with the US.

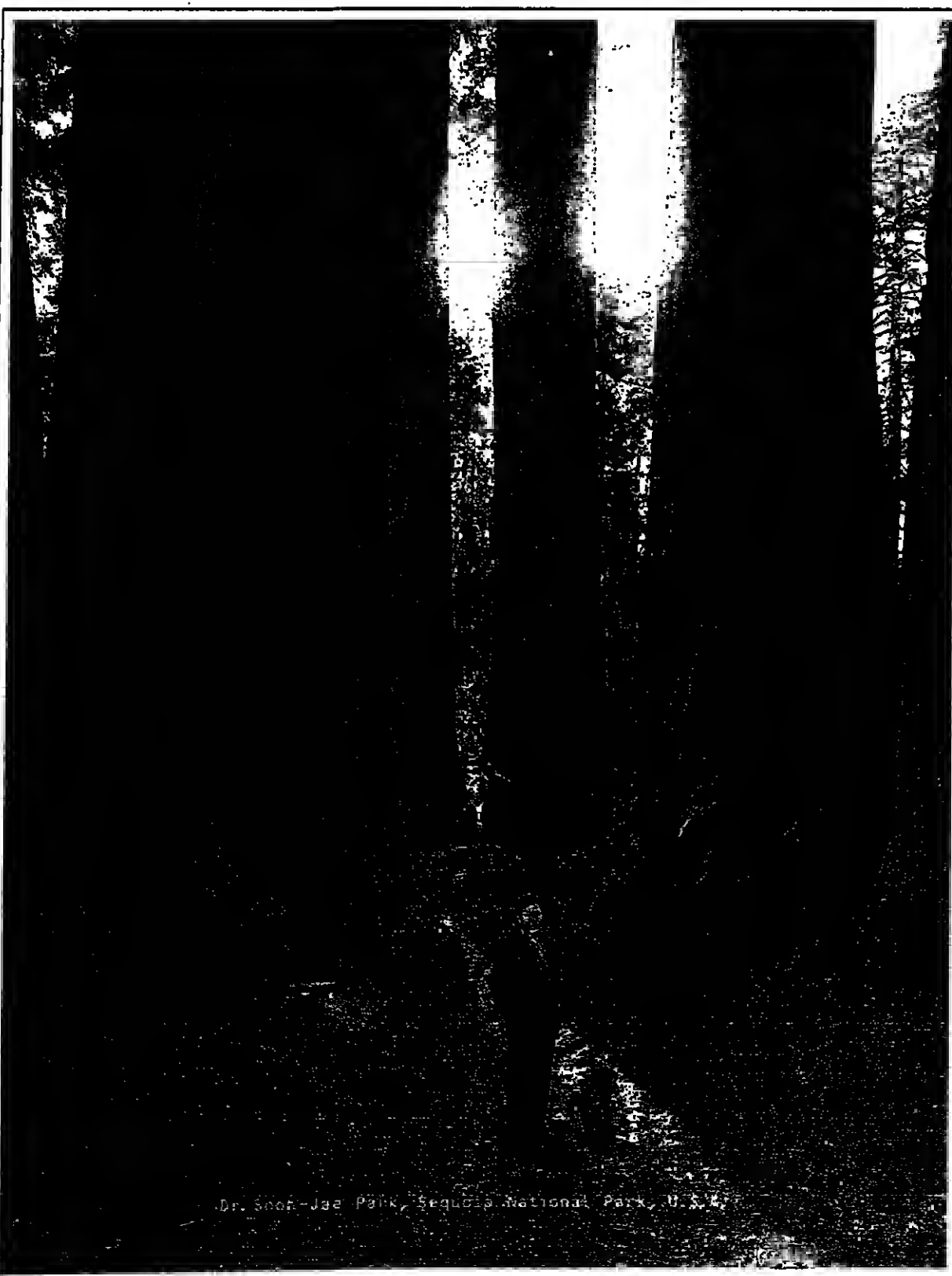
Meanwhile, countries in the region are beginning to make deals with each other. New Zealand has completed

open skies deals with Malaysia and Brunei and Singapore, and there are discussions on the creation of a multi-lateral regional open skies pact.

Even China, which is concerned with developing its aviation infrastructure, was talking about "progressive opening and modernisation" of its aviation relationship with the US, Mr Gerchick said. "The Chinese international carriers are, by and large, eager to participate more fully in the global aviation

market, with additional access to the US market," he said.

"Evolving business relationships and discussions between US and Chinese carriers, together with the sheer size of the potential trans-Pacific market tends to lessen Chinese concerns of US carrier dominance." Open skies pacts were supported by the broad array of business and economic interests which would benefit from lower prices competition would bring.



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Irish premier hopes move will give momentum to stalled Northern Ireland negotiations

# London and Dublin to host peace talks

By John Murray Brown  
in Dublin

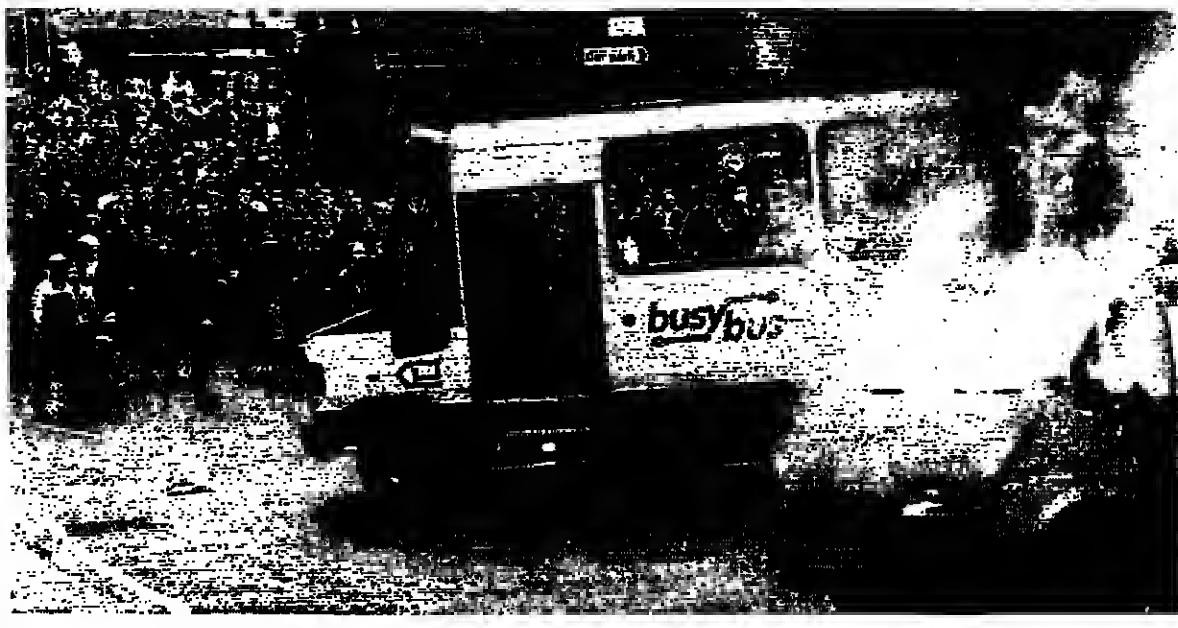
The Northern Ireland peace talks will be held in London and Dublin as well as Belfast in the new year, the Irish prime minister Bertie Ahern said yesterday.

In a move designed to inject momentum into the stalled peace process, Mr Ahern said the present location for the talks, at Stormont outside Belfast, "is not heaven" and that the atmosphere was not conducive to compromise. Before leaving for the US, where he is to meet President Bill Clinton, he said: "It is important to harden up on how far we can go - and where we can go."

The Northern Ireland Office confirmed that the talks would convene in London on January 26 and in Dublin on February 18.

The announcement comes as parties meet today to identify the main issues at the heart of the conflict.

Recent progress was largely overshadowed by weekend violence in Londonderry in Northern Ireland. The police said nationalist protesters threw more than 1,000 petrol bombs in clashes that followed the breakdown of negotiations over the route of the Protestant Apprentice Boys annual march, which follows a path partly



Police said more than 1,000 petrol bombs were thrown by nationalist demonstrators during weekend riots in Londonderry

through nationalist areas of the city.

The riots came just three days after Tony Blair, the UK prime minister, received Gerry Adams, the Sinn Féin president, at Downing Street - the first such meeting between a republican leader and a UK prime minister in more than 70 years. On Thursday, parliament will further consider legislation which provides for independent arbitration over disputed parade routes.

The disturbances follow the first signs that the pro-British Ulster Unionist party may be dropping its reservations about contacts with Sinn Féin. Speaking on Saturday on RTE, the Irish national broadcaster, David Trimble, leader of the UUP, said that, in the past, people had "forsaken terrorism and genuinely changed into democrats... There are some who believe that Mr Adams is already engaged on that path. If that is the

case, then well and good." George Mitchell, the talks chairman, has asked the eight parties to the talks, and the British and Irish governments, to agree today an agenda in a bid to speed up the negotiations. However, Mr Trimble warned that any agreement would "not fall into our laps". He said there was a possibility the UUP and the nationalist Social Democratic and Labour party could reach a deal. "But I

still cannot see an outcome that everyone agrees to," he told RTE.

John Hume, the SDLP leader, yesterday rejected suggestions that he should concentrate on reaching a deal with the UUP. "We want to reach agreement with all parties. That is by far the best way to resolve this problem. I would like to see direct dialogue between Mr Trimble's party and Sinn Féin. That's the best way forward," he said.

## Expansion of London office space approved

By Norme Cohen,  
Property Correspondent

The Corporation of London has granted planning consent for a further 13m sq ft of office space in the City of London financial district, according to Peter Bennett, deputy City surveyor.

Work has not yet begun on these new offices but, in July this year, about 3.9m sq ft of space was already under construction.

Mr Bennett said the Corporation, the municipal authority for the City, no longer believed that designated conservation areas should be barred from redevelopment.

"It's not that there is no development in these areas. It's just that the presumption is against it."

Under certain conditions the Corporation would approve development to buildings with historical importance, he added.

The Corporation is shortly to release a report on the needs of City tenants. It predicts that, in spite of recent mergers, expansion in the financial services industry will require at least 10m sq ft of new space over the next decade.

The study coincides with the biggest surge in City building since the start of

the early-1990s recession, alongside plans to triple the size of the Canary Wharf development in London's Docklands and further expansion to the east and south of the City's Square Mile.

Mr Bennett said the Corporation had been willing to adopt a flexible approach to planning consent as part of its drive to ensure that businesses stayed within the City. "We regularly go out and meet occupiers and the message we have been getting is that demand is growing," he said.

Also, he said, there was increasing demand for large

buildings, which was fueling the current boom.

In recent years, the Corporation has stepped up its role in property development, helping developers assemble smaller properties to make room for the so-called "ground scrapers" of more than 200,000 sq ft. These are most sought after by international banks.

Since the Big Bang deregulation of UK financial markets in 1986, more than a third of City buildings have been redeveloped. However, during the last boom in the late 1980s, developers failed to spot the demand for very large floorspace, the chief

characteristic of the current cycle.

Mr Bennett said there was growing pressure from some prospective tenants for much taller buildings than are usual in London. "Forty-storey buildings will be more commonplace," he said.

The London Property Advisory Council, a group of the 32 London boroughs, is considering a "tall buildings" strategy. "We are asking them for the flexibility to build tall buildings," he said.

City planning restrictions prohibit tall buildings in areas where they will obstruct views of St Paul's Cathedral.

## Germans at the cutting edge on quality

By Andrew Bolger,  
Employment Correspondent

The average quality of German production is superior to that of British-made goods - largely because of Germany's higher level of skills, says the National Institute of Economic and Social Research.

That is the conclusion of a two-year research project which compared the relative qualities of products including secateurs, blouses and biscuits in both countries.

The Institute says Britain produces little in the top-quality grades, in contrast to a strong German presence at that end of the market. Top-quality grades - defined on the basis of physical characteristics - account for about a third of total German production, but less than one-tenth of British production. The study says: "German-made secateurs were of better ergonomic design - they felt lighter and were easier to operate, despite being in reality heavier and more robust; German-made blouses were of more detailed construction - made of more components and, consequently, with better drape; German biscuits were typically an altogether more complex product - designed, manufactured and packaged for the more expensive end of the market."

Among British manufacturers, the study says ever-longer runs of standard varieties continue to be seen as the road to success, in spite of competition from lower wage countries. It says proper adjustment for quality would raise estimates of the German productivity advantage in manufacturing to about 50 per cent above Britain, and lift estimates of real income per head to 40 per cent above the UK, compared with estimates of 15 per cent by the Organisation of Economic Co-operation and Development.

## UK NEWS DIGEST

### Debt fears over power suppliers

Inadequate provision for dealing with electricity suppliers which are in financial difficulty has emerged as the key problem obstructing retail electricity competition.

The industry is concerned that a defaulting supplier could amass millions of pounds in debts, and leave the sector with the problem of how to accommodate the energy needs of the defaulting company's customers.

Big users of energy are concerned that their power could be cut off without warning, and want procedures introduced to enable them to renegotiate their supplies.

Tony Boorman, director of supply competition at Ofwat, the industry regulator, wrote to companies last week recognising "the strength of concern about these issues". But Mr Boorman said he was not happy with industry suggestions that the wholesale Electricity Pool extend its remit to cover retail contracts. Ofwat favours a pragmatic approach, dealing with a problem when it arises. But industry executives believe that legislation would be the most appropriate solution. *Simon Holberton*

### JOBS SCHEME

#### Companies may feature in adverts

Companies signing up to the government's welfare-to-work scheme to help the young jobless will be considered for inclusion in an £18m (\$30m) national advertising campaign on television and radio. The three-year campaign, scheduled to begin in February, will provide "excellent publicity opportunities" for companies taking on those aged under 25 who have been unemployed more than six months, according to the Department for Education and Employment. The publicity campaign is being run by St Luke's advertising agency whose clients include Midland Bank, Eurostar and Ikea. *Liam Halligan*

### INWARD INVESTMENT

#### Regional infighting 'a deterrent'

A senior member of the Welsh Development Agency has warned that Britain risks deterring potential overseas investors if the row over development grants continues. The dispute arose over claims that Wales and Scotland have access to "unfair" levels of funding to attract investment away from other parts of the UK.

James Turner, the agency's international managing director, said: "The biggest concern is that the UK as a whole is not doing itself any good by indulging in this type of debate and it's being viewed with delight by our competitors across the rest of Europe." *Juliette Jouis*

### PENSIONS

#### Government to unveil tax reforms

The government is to publish proposals to allow more flexible retirement by modernising tight tax rules on pension payments. The Inland Revenue, the tax collection authority, said a discussion paper would be issued early in the new year. It said the government recognised that working patterns were changing and that many people did not go straight from full-time work to total retirement. Any change in the tax treatment of pensions could have significant implications for employees and employers, who have used early retirement as a way to cut staff. *Andrew Bolger*

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Diaries

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## THIS WEEK

## More humbug than holly

One of the surprises when you first come to live in Rome is the modest way in which people prepare for Christmas.

All over Europe this week, partygoers and shoppers will be joining with each other in the advance of the annual yuletide jamboree. But here in the Eternal City, the site of 500 churches and the headquarters of Roman Catholicism, there have been moments over the past few days when you could almost forget that Christmas is just around the corner.

Along the rain-soaked, cobbled shopping streets by the Spanish Steps, for instance, there are only a handful of signs - the odd clump of holly in a shop window, a sprinkling of fairy lights - that this is the season of present-giving.

On the Via Condotti, the main drag for shopping, there are perhaps a few more people than usual trailing cute-looking bags

with the logos of Gucci, Valentino and Max Mara. But nowhere is there the glitz, the buzz, the sheer emotional strain of Christmas in London, Paris or New York.

Even the ritual of card-giving is more restrained than elsewhere. It may be that some of the older hands here are right, and the inefficient Italian postal system will pop the cards through the letterbox towards the end of February. But those that have arrived - like the one from Credo Italiano accompanied by a CD of Rossini's *Cantata in Honour of Pope Pius IX* - underscore how Italians see Christmas as a quietly religious event. And not remotely as important as Easter.

All is set to change, however. For in a little over two years, on

## DATELINE

**Rome: Christmas isn't over yet, but some people are already getting steamed up about the festivities for 1999, writes James Blitz**

Christmas Eve 1999, the Vatican will inaugurate what it calls the "Great Jubilee", 13 months of religious celebration for the millennium year. If the promise of advance publicity is anything to

go by, it will be a religious festival of a scope unseen for generations.

A glance through the Jubilee Year agenda - jointly managed by the Vatican, the Italian government and the city of Rome - is unnerving. "Great ceremonies" are planned, kicking off with the historic opening of the Vatican's Holy Door on Christmas Night. A huge youth festival is to be staged in the summer of 2000, attracting 1m people. And pilgrims will be bussed into Rome in their thousands: more than 50,000 at St Peter's each day, and more than 300,000 at a dozen "special events". All told, between 20m and 30m will arrive in Rome by bus, train and plane in Holy Year.

For the Vatican, the event will be judged not by numbers but by

the "spiritual preparation of those who want to live this event of grace". And the people in charge of logistics are clearly confident of success. "Remember that we are dealing here with pilgrims," says Francesco Bandiera, a competent-sounding professor of urban planning who is helping co-ordinate events. "Pilgrims are patient, they stand in queues for a long time, even if very little is going on."

But this is Italy, whose centre and the south are triumphs of lousy infrastructure and poor public service. So it comes as no surprise that a pressure group of leading Italian intellectuals has just been formed, calling itself "the Lay Observers". Their message: that the Great Jubilee heralds "a disaster of biblical proportions".

Their first complaint is that the event is falling victim to an utter absence of adequate preparation. Rome has a population of 3m. The government has pledged to spend 13,500m (£1.2bn) refurbishing the city ahead of the event. But, with just two years to go, none of the major infrastructure projects promised - a subway linking the Vatican to one of the main basilicas, an underground passage of the Castel Sant' Angelo near St Peter's, a monster cat park under the Janiculum hill - has seen the light of day.

The group is also angered - and here one gets closer to the reason d'être - by the exclusively religious nature of the event. "Why should the Italian state end up paying billions for something to the greater glory of the Catho-

lic church?" says Giovanni Negri, a journalist who formed the pressure group.

"Only 12 per cent of Italians go to church. An even smaller proportion live in Rome." It is the same old story, he says. "Once again, we see the power and influence which the Vatican has always exercised over the Italian ruling class."

Will church and state manage to pull off this event? All will become clear in the course of the next 13 months. But Mr Negri and his colleagues are already planning their "alternative jubilee".

As the Pope opens the Holy Door on the last Christmas night of the 20th century, they will gather in the Campo dei Fiori below the statue of Giordano Bruno, a heretic burned at the stake by Pope Clement VII to inaugurate the jubilee year of 1600. Their protest may not stop this one. But it might make for a livelier Christmas.

## The Monday Profile: Bruce Wasserstein

## Still hot after all these years

In *Barbarians at the Gate*, the 1990s saga of the RJR Nabors takeover, Wasserstein Perella is described as "the red-hot merger boutique", and Bruce Wasserstein, its chairman, as "arguably Wall Street's most brilliant takeover tactician".

The hottest talent in Wall Street flocked to work with Wasserstein, sometimes called the father of M&A, and his partner Joe Perella, when they left First Boston to set up the firm in 1988. Today many of the top mergers and acquisitions jobs on Wall Street are filled by former Wasserstein protégés.

In the 1990s, however, the glory days of the firm affectionately known as "Wasserstein Perella" faded. Following the departure of Perella, now head of investment banking at Morgan Stanley, the firm's position in M&A league tables slipped as the mega-deals dried up. And when some earlier deals, like RJR, came unstuck, some critics argued that Wasserstein's apparently brilliant tactics had largely consisted of raising the bid.

To some onlookers, Wasserstein Perella appeared to be a victim of the consolidation of the investment banking industry. The increasing size and power of the bulge bracket M&A teams at Goldman Sachs, Morgan Stanley and Merrill Lynch appeared destined to squeeze out smaller competitors.

But the evidence of recent months suggests that consolidation may be having the opposite effect: financial institutions looking for strategic acquisitions seem to prefer taking advice from M&A specialists who are not employed by their arch-rivals. Smaller institutions like Wasserstein and Lazard have been the beneficiaries.

So it is that 10 years after RJR, Wasserstein has made something of a comeback, with a slew of big deals this year, particularly in the financial services sector, where it booked juicy deals like Dean Witter, Discover/Morgan Stanley and, last week, Swiss Bank Corporation/Union Bank of



Switzerland. The Swiss deal, outside Wasserstein's home base, is perhaps the strongest sign that Wasserstein, with only a small office in London, and no Swiss office, can nevertheless compete against the big guns. "We have long had good contacts with Warburg (now owned by SBC)," says Mr Wasserstein. "I suspect they liked the fact that we are not a full-service global competitor."

In his office in Deutsche Morgan Grenfell's Manhattan building, Wasserstein, with his famously unkempt - by investment banker standards - hair, appears content to be back in the game. This year's deals will result to record profits; it has also stirred takeover speculation

about the firm itself. "The firm is not for sale," insists Wasserstein. "Instead of pulling capital out we keep reinvesting in the business to build up the value of the asset."

However, competitors suggest that if the price is right a deal could be done. "Wasserstein is like a cat with nine lives - he keeps bouncing back just when you thought he was dead and buried," says a competitor. "They must be giving some thought to what happens next."

Speculation about Wasserstein Perella's future was stirred last year when it emerged that Mr Wasserstein had been approached about taking over the running of Lazard Freres, though discussions later fell through.

Tracy Corrigan  
William Lewis

## FT GUIDE TO:

## AVIAN FLU

Two people in Hong Kong have died of a new strain of influenza and several more have become ill with it. That seems to have triggered a worldwide health scare. Why are people so worried? Because the new virus, officially known as influenza A H5N1, seems to have infected its victims directly from chickens. Although flu is notorious for the speed with which it evolves into new strains to outwit the human immune system, we normally have partial defences against it. But H5N1 is so different from any flu strain that people have encountered before that the immune system is virtually powerless.

## How dangerous is the new strain?

It's certainly lethal for birds; many thousands of chickens have died from H5N1 infection in Hong Kong and southern China this year. Too few people have been infected to draw clear clinical conclusions, but the record of the four proven cases is not encouraging. A three-year-old boy and a 64-year-old man died, and a 13-year-old girl is seriously ill in hospital; a two-year-old boy made a complete recovery. At least three more suspected cases are awaiting scientific confirmation. In children, the virus causes Reye's syndrome, a swelling of the brain that is often fatal.

## Are we all doomed then?

Not necessarily. There are several other bird and animal viruses that cause terrible illness when they infect people, but they have not started human epidemics as they are hard to catch. With luck, H5N1 will fall into that category. A really dreadful disease requires a germ that is both virulent and easily transmitted between people, like smallpox before vaccination eradicated it. The important question - now being investigated urgently by scientists in Hong Kong and China, with help from medical authorities in the US, UK and elsewhere - is whether the victims caught H5N1 directly from chickens or whether the virus is being transmitted between people. In the former case, people in Asia would be well advised to avoid close contact with birds and their droppings, but the world can relax, in the latter, a terrible pandemic (global epidemic) is possible.

## How long before we know whether people are catching avian flu from one another?

The scientific team had hoped to reach a conclusion by now, on the basis of small genetic variations between samples of virus from the four patients and from infected chickens, but the investigations are taking longer than expected. A provisional answer should be available before the new year.

## Are there any precedents for a human flu pandemic starting like this?

Yes, at least three pandemics this century are believed to have started in China with strains like H5N1 leaping from birds or animals into humans. (China has long been a potent breeding ground for

new diseases as people there have traditionally lived in close proximity to poultry and farm animals.) The worst was the 1918-19 pandemic, misnamed Spanish flu, which killed an estimated 25m people worldwide, including millions of children and adults. "Asian flu" killed 1m in 1956 and "Hong Kong flu" 750,000 in 1968 - but a higher proportion of victims then were elderly or infirm.

## Eek! Is there anything we can do about it?

Don't panic. Thirty years of medical research have left us much better prepared than last time. For a start, the vaccine industry is geared up to develop a new flu jab, which would either protect against H5N1 or ensure that people developed only a mild form of the disease; this could probably go into production within six months if there were a global emergency. For people who cannot be vaccinated in time, an established antiviral drug, amantadine, will have some effect against the new strain, though it has side effects and is far from perfect. Superior medicines, such as Glaxo Wellcome's zanamivir are undergoing clinical trials and could be rushed on to the market if necessary. They are designed to attack all strains by targeting a common, called neuraminidase, that is essential for the virus to spread from one human cell to the next.

## So how high does avian flu come on the Cookson scale of health scares?

It is really much too soon to assess but potentially it comes toward the top. Several specialists in emerging diseases have argued recently that, for all the recent publicity about exotic tropical infections and unknown viruses emerging from the African jungle, an avian flu strain from China is the most likely to cause the world's next disastrous pandemic. Certainly H5N1 deserves more attention than some of the other scares I've written about over the years, such as the UK's "dreadful superbug" in 1994 or salmonella in eggs in the late 1980s. As usual, though, with a new global disease, the greatest threat is to people in developing countries who are not defended either by modern medicine or by decent living conditions.

## Until we know more, should people play safe and stay away from Hong Kong?

No, at this early stage of what may or may not become a dangerous epidemic, the risk to tourists and business travellers is small. You are more likely to crash en route or to die from food poisoning in a Chinese restaurant. But it would be sensible not to get too close to chickens, ducks or geese, which are popular children's pets in Hong Kong and which often feature on market stalls. Financially, this might be a good time to visit, as the flu scare has put more pressure on Hong Kong's tourist industry - already suffering from a post-imperial slump - to cut prices.

Clive Cookson

## Peter Norman • Economics Notebook

## Euro joins the social whirl

Business is preparing for the single currency, but welfare has barely started

One of the political advances of 1997 has been the growing realisation in continental Europe that the euro will greatly toughen competition.

But there are still big gaps in the awareness of policymakers about the likely pressure for change that will flow from the increased transparency that the planned single currency will bring to all aspects of economic and social life.

Industry and commerce have got the message. Mergers, diversifications and other manifestations of corporate restructuring in readiness for the euro have dominated business news on the continent this year. But this frenetic jockeying for position in the private sector has prompted little reaction among governments.

So far, there has been little thought given to the impact of the euro on social policy. Yet the introduction of a single currency is bound to have a profound impact on the conditions to which governments support the weak, the sick and the elderly and on state systems which in many cases are under serious strain after having ballooned in size and ambition over the past 25 years.

True, the euro's impact on social policy is creeping up the agenda. But if two recent conferences in Bonn are any guide, it is the private sector that is making the running on the issue.

The scale of the challenge was summed up by Klaus-Dirk Henke, a professor of finance and health economics at the technical university of Berlin.

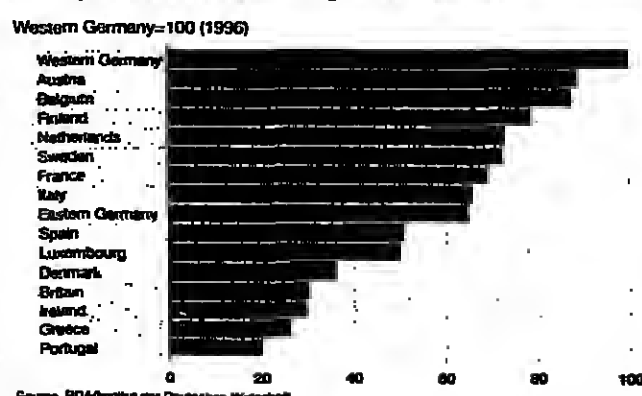
"A single currency will increase competitive pressures and so increase the importance of other factors such as tax systems and social security systems as determinants of competitiveness", he told an Anglo-German conference on welfare reform organised by the European Policy Forum, a cross-party London-based think tank, and the Frankfurt Institut, a pro-market research body.

What this might mean in practice had been outlined a few days earlier by Regine Matthieson-Seibel, deputy director for international industrial relations and social policy at Philips, the Netherlands-based multinational corporation, at the annual meeting of the BDA, the German employers' federation.

Mrs Matthieson-Seibel forecast that the euro would put pressure on governments to equalise the big differences between gross and net incomes in the EU. Her prediction implied substantial changes in social security contributions paid by employers and employees, with pressure on high contribution countries to cut both the levies charged and the services provided.

The problem appears especially acute in Germany where the overall social budget has soared to about DM1,250bn (£25.1bn) and accounts for more than a third of gross domestic product. The state system, which covers health, pensions, unemployment and long-term residential care, is in crisis. Benefits are being cut while contributions, paid half by employers and half by employees, reached a record

## Europe's social security overheads



Source: BDA/Institut für Deutschen Wirtschaft

42 per cent of gross wages this year. The accompanying illustration, based on BDA figures from 1996, shows how social security costs carried by employers in western Germany are higher than elsewhere in the EU. As a result, German labour costs last year averaged DM47 per hour and so were well above those of other EU states.

Although serious now, the problem of Germany's non-wage labour costs looks sure to grow. The conventional world of work, encapsulated in traditional employer-employee relationships, is in relative decline and becoming less capable of sustaining social security systems.

So what is to be done? Mercifully, there seems to be no great support for a harmonisation of social policies in Europe. Such a project would be near-impossible to implement because of the very

great cultural, institutional and historical differences among the 15 EU member states. It would be incompatible with the principle of subsidiarity. Harmonisation would also create some startlingly costly hostages to fortune in connection with the eastward enlargement of the EU.

On the other hand, continuing unchanged is hardly sustainable. A high-cost, high-benefit social security system as in Germany is unlikely to encourage investment in plant and full-time jobs when similarly qualified staff are readily available at lower cost in other parts of the euro area. In countries with high-cost, state-operated social security systems, it is easy to envisage a vicious circle of high and rising unemployment, lower social security contributions and benefit squeeze leading to social distress and disturbance.

The alternative is reform. At the BDA annual meeting, Dieter Hundt, the president of the employers' federation, called for a curtailing of state social security to a "basic" level and reliance on private insurance for anything beyond that.

To force the issue, he urged that the part of earnings on which social security contributions are levied should be frozen. Existing claims on the state system would be maintained but people wanting to increase their cover in line with growing wealth and inflation would have to take out additional private insurance. That would mark a step towards a partly funded system rather than one based entirely on pay-as-you-go.

Addressing the Anglo-German conference, Prof Henke also demanded a European "middle way" that would retain some state social security provision while encouraging private provision. Otherwise, he warned, the state could find itself overstretched and destabilised.

Social policies in the UK have been moving down this path for some time. The need for change to Germany was illustrated last week by the Bonn parliament's decision to raise value added tax to 16 per cent from 15 per cent from next April to prevent a jump in pension contributions to politically unacceptable 21 per cent of gross salaries.

That policy failure should be a signal for a review and reform of Europe's pay-as-you-go social security systems. For if politicians do not heed the message, the euro will be another factor forcing change.

Prices for electricity delivered to the homes of the electricity supply and distribution companies in England and Wales, in pence per kWh.

Period	Peak	Off-peak	Off-peak	Off-peak
1 hour	1 hour	1 hour	1 hour	1 hour
0000-0100	10.50	11.00	11.00	0.00
0100-0200	11.00	11.50	11.50	0.00
0200-0300	11.50	12.00	12.00	0.00
0300-0400	12.00	12.50	12.50	0.00
0400-0500	12.50	13.00	13.00	0.00
0500-0600	13.00	13.50	13.50	0.00
0600-0700	13.50	14.00	14.00	0.00
0700-0800	14.00	14.50	14.50	0.00
0800-0900	14.50	15.00	15.00	0.00
0900-1000	15.00	15.50	15.50	0.00
1000-1100	15.50	16.00	16.00	0.00
1100-1200	16.00	16.50	16.50	0.00
1200-1300	16.50	17.00	17.00	0.00
1300-1400	17.00	17.50	17.50	0.00
1400-1500	17.50	18.00	18.00	0.00
1500-1600	18.00	18.50	18.50	0.00
1600-1700	18.50	19.00	19.00	0.00
1700-1800	19.00	19.50	19.50	0.00
1800-1900	19.50	20.00	20.00	0.00
1900-2000	20.00	20.50	20.50	0.00
2000-2100	20.50	21.00	21.00	0.00
2100-2200	21.00	21.50	21.50	0.00
2200-2300	21.50	22.00	22.00	0.00
2300-2400	22.00	22.50	22.50	0.00

Prices for electricity delivered to the homes of the electricity supply and distribution companies in England and Wales, in pence per kWh.

Period	Peak	Off-peak	Off-peak	Off-peak
1 hour	1 hour	1 hour	1 hour	1 hour
0000-0100	16.75	18.00	18.00	1.12
0100-0200	18.00	19.25	19.25	1.12
0200-0300	19.25	20.50	20.50	1.12
0300-0400	20.50	21.75	21.75	1.12
0400-0500	21.75	23.00	23.00	1.12
0500-0600	23.00	24.25	24.25	1.12
0600-0700	24.25	25.50	25.50	1.12
0700-0800	25.50	26.75	26.75	1.12
0800-0900	26.75	28.00	28.00	1.12
0900-1000	28.00	29.25	29.25	1.12
1000-1100	29.25	30.50	30.50	1.12
1100-1200	30.50	31.75	31.75	1.12
1200-1300	31.75	33.00	33.00	1.12
1300-1400	33.00	34.25	34.25	1.12
1400-1500	34.25	35.50	35.50	1.12
1500-1600	35.50	36.75	36.75	1.12
1600-1700	36.75	38.00	38.00	1.12
1700-1800	38.00	39.25	39.25	1.12
1800-1900	39.25	40.50	40.50	1.12
1900-2000	40.50	41.75	41.75	1.12
2000-2100	41.75	43.00	43.00	1.12
2100-2200	43.00	44.25	44.25	1.12
2200-2300	44.25	45.50	45.50	1.12
2300-2400	45.50	46.75	46.75	1.12



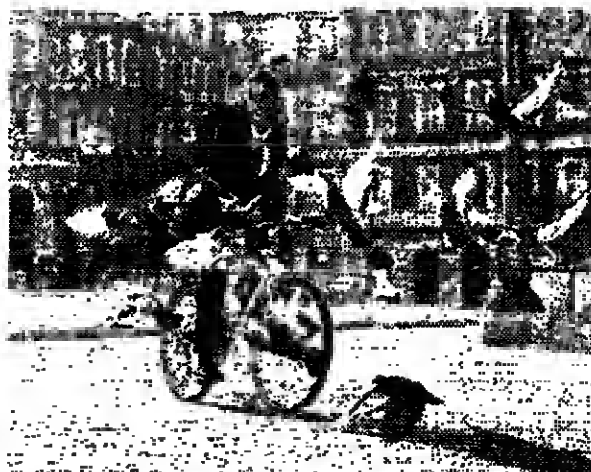
Mr. Miss 150

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A Hüls Group Company



## MANAGEMENT

# Lumbering giants

Small companies are overtaking large US corporations, says Victoria Griffith



The US has just announced its lowest unemployment rate in 24 years. The news seemed at odds with announcements of massive layoffs over the last few months. Hasbro, Levi-Strauss, Kodak, International Paper, Kimberly-Clark and Raytheon are all planning staff cuts.

Where are the new jobs? At small businesses, is the short answer. According to the research firm Cognetics, 85 per cent of the new jobs formed in the US from 1991 to 1996 were created by the smallest companies. Yet these numbers tell just part of the story. The rise in status of small organisations is a challenge, not just to corporate mass, but to the way large, traditional companies are run.

There is a growing sense that many big companies do not have what it takes to compete in the new environment: flexibility, rapid response, openness to innovation and the ability to attract the best people.

Even managers at the upper echelons of blue-chip companies are starting to lose faith in their groups' ability to grow. In October, David Dorman caused a stir when he resigned from his lofty position as number two at the telecommunications group SBC, with \$260m (\$15.7bn) in revenues, to head PointCast, a fledgling internet news service with just \$50m in investment capital.

"Big corporations move too slowly," says Mr Dorman. "There are too many rules about how to do things. Regional telephone companies should have been the first to get into the internet. Instead, they were the last."

Mr Dorman says he was inspired by another high-profile defection: Jim Barksdale's resignation from the north-eastern telecommunications group Nynex in 1995 to take charge of the then start-up Netscape.

Entrepreneurs doubt the willingness of large groups to listen to ideas. Nigel Morris, founder of the financial company CapitalOne, says he tried to sell his ideas for marketing credit cards to New York's biggest banks in the late 1980s, but to no avail. "Big companies are interested in maintaining the status quo," he says. "They have a lot to lose, so their instinct is not to take any risks at all." Morris' company is now one of the largest US credit card issuers.

Blue-chip companies no longer have the hold they once did on recruiting managers from elite

business schools. Student interest in entrepreneurship courses has been soaring at Harvard, Dartmouth, Wharton and other MBA schools. Even those who start out at large companies will probably not stay. A study of Harvard business school alumni revealed that 20 years after graduation, most had defected to small, entrepreneurial concerns or were in service industries such as consulting and banking. Research by New York-based Cat-

alyst this year showed that women managers tend to leave large companies, not for other blue-chip jobs, but to start their own businesses. Established concerns have long held advantages over small businesses. With more money and clout, they could attract the best talent and pay for the most sophisticated marketing campaigns. They took advantage of economies of scale to yield superior profit margins.

This may all be changing. "Barriers to entry have collapsed, and corporate advantages can erode overnight," says Richard D'Avella, professor at the Amos Tuck business school at Dartmouth. Technology improvements, globalisation and the speed at which information is disseminated are colluding to rob established groups of their edge. Market share, which once shifted very slowly, now changes with alarming speed.

Levi-Strauss, which announced a lay-off plan last month, has seen its share of the US jeans market drop to 19 per cent this year from 31 per cent at the beginning of the decade. Part of that business has gone to the tiny Los Angeles-based jeans group JNCO, credited with popularising a new teen fashion craze, wide jeans.

The trend can be seen across many sectors. Microbreweries have stolen customers from long-established beer groups. The richest man in America, Bill Gates, controls a company few had heard of a decade ago - Microsoft. Long-term heavyweight International Business Machines battles Microsoft for pieces of the computer software and internet market.

Building strong brands no longer depends on expensive advertising campaigns. The cyberspace bookseller Amazon and the coffee chain Starbucks, for example, have created a strong market presence through word of mouth. In the case of Amazon via the internet.

Improvements in transport have also made a difference. Samuel Adams beer has evolved from a small Boston brand to a nationwide phenomenon in the US, although the company only recently launched a large television campaign. "Tourists see the beer and ask for it back home," says Jim Koch, who heads the group.

Even the economies of scale that once favoured larger companies are no longer as compelling, since technology has dramatically pushed down overhead costs. Lincoln Nathanson left fund manager Scudder, Stevens & Clark last year to start his own venture capital firm. Ten years ago he could not have dreamed of starting his own business, he says. "I needed a secretary, access to Reuters wire service, an expensive communications system," he explains. "Now, with a word processor and the internet, I can basically do all that for a few hundred dollars a month."

With barriers to entry collapsing, large corporations must rely on strong management skills to maintain their status. Not surprisingly, many are looking to become more agile and entrepreneurial. Yet efforts are being undermined, say management theorists, by an inbred resistance to change. "Corporations talk about reshaping themselves," says Harvard professor Rosabeth Moss Kanter. "But mostly it's just talk."

## MY SECRET WEAPON

Hans Snook on common sense

We attempt to make people less afraid of change



Hans Snook, aged 49, is group managing director of Orange, the UK mobile phone group. He was brought up in Germany, the UK and Canada, where he worked for 12 years in hotel and restaurant management. He entered the mobile telecommunications business through a chance opening in Hong Kong when he was backpacking in Asia in 1983.

The secret of success is common sense. Not education, not knowledge, not technology. You can pick up those things but if you don't have common sense you can't be successful.

Many, even most, people don't have common sense. I find that in this company and lots of other companies. I know a lot of bright people, who don't actually do anything.

When I was growing up, I was interested in things like psychology and medicine. I was trying to understand the world about me where you are always dependent on interactions with other people. In business it is the same thing. You need to understand and look after your customers. There are an awful lot of companies that say this, but don't mean it. It is important to listen to customers and know who they are.

Before I got into telecoms I was running hotels and restaurants in Canada. I did virtually everything: waiter, assistant restaurant manager, night auditor, finance. If you like what you do, you always try to find out more about the things that relate to it.

People would say, "Isn't it a massive step from hotels to a technology business like telecoms?" I would say no. Both are about providing services 24 hours a day, 365 days a year.

People tell me that my career has been strange and different. I guess that is so, but it does not seem important to me. It is helpful having a wide range of experience but I don't think that it makes me the person I am. It is more the other way round. Being the sort of person I am, I like to live in different countries and have a lot of experiences.

I thrive on change because I think the world is all about change. The more you try to be rigid, and stick to things, the more difficult it will be in the future. I don't agree with people who say we should relax more.

A lot of people feel uncomfortable about change.

for various cultural and educational reasons. Arguably, the business climate in Britain is more forward looking than most of Europe. But that had to do partly with Thatcherism and breaking the traditional ways of doing things.

It is not easy to create the sort of culture where people want change. The trick is to understand the people who want change and get them to do what they are most comfortable with.

I think there is a difference between Europeans and North Americans and Asians in the desire to move forward. Somebody once said Europeans move backwards into the future while keeping hold on the past. I don't find that about Asians. They still maintain traditions but they don't need to see old buildings everywhere.

People accept new technologies much more quickly in Asia and North America. There is something about Europe that seems to want to cling to the past.

I find it hard to understand attitudes here. People don't like to see change in their environment, whether it be new buildings, bypasses or telecoms masts. They forget that a bypass improves traffic flow.

I once bought a flat in Macao. When I bought it, it was a waterfront property. But the waterways got filled in and where we once had vistas and panoramic views, three apartment blocks were built. I didn't feel it was something to rant and rave about. We always knew it was a possibility. But most people don't tend to look at this sort of thing this way.

Our tag line is "The future's bright... the future's Orange." People often say that the reason they like Orange advertising is that we make the future look less bleak. People are afraid of the future. We try to make people less afraid of change.

Interview by Vanessa Houlder

## Great expectations of 'Citizens' Brands'

Diane Summers on companies' role in society

Who should be responsible for improving inner-city economies, helping the long-term unemployed, or providing health facilities?

Companies may accept they have some role but most would probably say it is not their job to play a substantial part.

The public, however, sees things differently, says the Future Foundation, the London-based organisation formed by ex-Henley Centre researchers. As part of a study commissioned by

British Telecommunications, the foundation asked more than 1,000 adults in the UK about responsibility for a range of social issues and got results that may surprise some companies.

For example, respondents said responsibility for the healthcare of workers should be shared almost equally between companies and government; when it comes to training, it was thought companies should bear a greater burden than government.

The winning companies of the future will be those that achieve

"Citizens' Brand" status, says Michael Wilkott, of the Future Foundation. "There is now a raft of evidence showing that companies operating in a responsible way are nearly always more successful in commercial terms. Our research confirms the positive impact this has on corporate reputation and consumer trust. We argue that focusing on this area will become as important to companies' future strategies as advertising is today."

The Responsible Organisation. Free Tel: 0171 242 0523

### Who the public thinks should be responsible

	Companies (%)	Charities (%)	Government (%)
Health and social care long-term unemployed	37.8	3.5	58.6
Health and social care short-term unemployed	33.9	3.5	62.2
Health and social care disabled	25.5	22.8	49.5
Health and social care elderly	15.6	14.8	69.4
Health and social care children	11.9	8.9	79.2

## A lost manuscript and the fantasy world of Amer and Eur

Near my Oxford office is a pub called the Eagle and Child. In it, J.R.R. Tolkien, C.S. Lewis and others used to meet. Some of their writing took the form of fantastic allegories.

A virtue of imaginary worlds is that you can explore issues free of argument over whether the exposition exactly describes any particular history or society. I recently stumbled across a best-selling manuscript written by a little-known business economist who was a member of their group.

His fantasy told of two islands, called Amer and Eur. In Amer, the prevalent culture was strongly individualistic. People co-operated with each other, but they tended to do so on the basis of carefully drafted contracts and well designed systems of rules. Amer reversed the authority of their constitution, and turned quickly to their lawyers in the event of accident or dispute.

Eur was a much more consensual society. Few of the conventions that governed business behaviour were written down: co-operation tended to be instinctive. Risks and information were things to be shared, rather than managed strategically. Individual misfortunes were immediately matters of social concern.

Both Amer and Eur were successful economically, but in different ways.

Amer was a wonderfully innovative society, reflecting its emphasis on individual initiative and readiness to experiment. Eur was better at producing the high-quality manufactured goods that demanded commitment from the workforce and trust between companies.

Amer companies were managed rather aggressively for the benefit of their owners (or the people who managed them). Eur firms were more conservative, with an emphasis on long-term organic growth. Amer companies were quick to



John Kay

seize market opportunities; Eur companies were inclined to invest in the evolution of their business and attached special importance to developing the skills of their workforce. Amer employers treated their workers rather instrumentally: Eur employers saw the relationship as a long-term commitment.

These different competitive

Amer economists arrived in Eur to re-educate the population in liberal individualism

strengths worked to the benefit of both: Eur benefited from Amer innovation, while Eur products were widely admired in Amer.

There was some sort of dispute between Amer and Eur. (The details of this seemed to have been written and rewritten many times and I could not make them out.) But following that dispute, a group of Amer political philosophers and economists, with attendant lawyers and merchant bankers, arrived on Eur shores to re-educate the population in the Amer values of liberal individualism.

At first, this didn't make a great deal of difference to the way the Eur economy worked. What had prevailed was now reformulated in terms of welfare rights. What had been generally understood conventions

about business behaviour were now defined and prescribed as state regulations. People carried on behaving in the same ways, they just talked about them differently.

But over time, the new rhetoric started to have its influence. Welfare rights conveyed little in the way of corresponding obligations. That made them increasingly expensive, while at the same time the majority of the Eur population, which had no need of them, became resentful of this cost. The social solidarity that had provided the initial basis of the welfare system started to erode.

And an advantage of business regulation based on consent was that it constantly and often imperceptibly adapted to changing economic conditions. Formal, legalistic regulation did not. Moreover, it necessarily applied to all firms whether they could afford the costs of these obligations or not.

Whenever change was proposed, interest groups gathered to resist. Practices that had formerly been helpful in maturing the Eur economy increasingly became impediments to its progress.

All this eroded the self-confidence of Eur business and Eur politicians. They worried about the road ahead. The visiting gurus - who had by now trained many Eurans in their systems of thought - were in no doubt about the answer. The problem with Eur was that it was still not Amer enough. If only Eur would roll back its welfare systems and dismantle its regulations, Eur

could be as prosperous as Amer. But not all Eurans were convinced. Many of them, of course, were simply defending what they had been encouraged to think of as their entitlements: underworked employees of state industries, companies failing to meet the challenge of world markets.

Yet others were more thoughtful. They pointed out that incomes were as high in Eur as in Amer, which did not suggest that only the Amer model worked. They noted that many more Amer enjoyed life in Eur than the other way round. They argued that Eur was unlikely to be more successful at being Amer than Amer was itself.

They asked whether it was not possible that many of the old Eur ways were the best. For Eur, if not necessarily for Amer.

They shared with the Amer ideologies a desire to restructure the welfare system. But they wanted to replace it with a structure that gave back responsibility for social insurance to companies, communities and new public-private partnerships.

They also wanted to reduce state regulation in product and labour markets. But to do so on the basis that most of its objectives - in consumer and worker protection - would be adopted by companies themselves.

Some of those who sympathised with this perspective also believed that the traditional Eur values could not be sustained in a world in which Amer's values, dominated the single capital market that had come to embrace both islands.

Perhaps they were right, perhaps wrong. The manuscript ends at this point.

The author is the Peter Moores Director of the Said Business School at Oxford University and a director of London Economics. This column appears fortnightly.

### BUSINESS EDUCATION

The University of Maryland's School of Public Affairs and Department of Economics and the World Bank's Economic Development Institute Announce

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## MARKETING AND MEDIA

## The publicity pioneer's fear of the damp squib

Alison Smith and Christopher Brown-Humes visit Midland 97

At 4pm last Wednesday, Tim Henman, the British tennis player, walked into the entertainment village at Midland 97, the 18-day event created by Midland Bank at Battersea power station. There was music playing, but the exhibition hall area in Europe's largest temporary structure, where Henman was due to give coaching tips and sign autographs, was largely deserted. Low attendance on earlier days had led Midland to put back the opening time from 11am to 4pm. There was no queue of people waiting to enter.

Outside in the darkening afternoon a handful of teenagers holding bottles of mineral water hung about between the box office and the burger bar, waiting for the Morrissey concert. The previous day, the site had been completely closed as an injury had forced the main act at the evening concert to cancel.

That bleak snapshot seems a long way from the launch with fireworks on December 4 when Chris Smith, the culture secretary, was among the 5,000-plus audience for the London Philharmonic Orchestra's performance of *Admetus*. "We're putting this on for the first time," says Keith Whitson, Midland chief executive. "We have to experiment a bit."

The contrast does not mean that the Midland event can be dismissed as a damp squib. But it does suggest that there are more complex issues than some of the exuberant publicity for the event had implied.

Midland's aim has been to differentiate itself from the run of UK high street banks sponsoring sporting events. In creating its own event, it has set itself apart not only from the financial mainstream, but from the mainstream altogether. Event marketing is still rare and many of the other examples are associated with drinks companies, for whom the creation of a festival or concert is perhaps a more obvious marketing choice.

But Mr Whitson is clear that the arrival of new players - including supermarkets Tesco and J. Sainsbury - into the UK personal finan-

cial services market means that the banks must sharpen the way they compete. "We are breaking into slightly new ground," he says. "We don't necessarily want to be branded as another bank."

Belinda Furness-Harris, Midland head of promotions, says the bank's research confirmed a view expressed in a survey, that young people were unimpressed by a company that simply attached its name to an existing event.

"Our focus groups said that if you are seen to be merely a sponsor of an event you don't get much gratitude from consumers. They think that if you don't sponsor it, another organisation will."

That approach also has the advantage of removing Midland from the bidding war for a limited number of generally popular sporting events. The festival has been put together by KLP, a marketing agency that specialises in this work, for a lower price than many sponsorships would have involved.

For slightly more than £1m - about a quarter of the bank's annual sponsorship budget - Midland will have a television presence when Channel 4 shows the Concert of Hope on New Year's Day, has generated news coverage, and has put itself firmly in front of the 5,000 to 6,200 people attending each of the concerts, which include performances by Boyzone, Lighthouse Family and the Prodigy.

More importantly, perhaps, it has also led to a variety of direct mailings offering customers priority access to different concerts. "It provides the bank with an excellent reason for dialogue with the consumer," says Paul Morrison of KLP.

Although the Battersea event is not aimed solely at the youth market, young people are an important target audience. However, other banks have expressed doubt that providing entertainment is effective for financial organisations in this market.

"There could be a dissonance between how we think they want us to behave and what they actually expect from us," says Ian Scollar, head of brand communication at MatWest UK.

"They don't expect us to sponsor the sort of music they would listen to; they are looking for something more adult, with the professional stature which they are aspiring to

and that's at odds with our trying to reach down to them."

A further doubt about Midland's approach is that it seems to see event marketing as a straight alternative to sponsorship, while its real value may lie elsewhere.

For example, in talking about the recently announced Lloyds TSB international rugby sponsorship, Charles Mears, the bank's head of sponsorship, emphasises that the bank will benefit from its exposure in the television coverage of matches, even among those who are unaware of its plans for deeper involvement in the game.

But the more tangible advantage from owning an event such as Midland 97 may lie not in putting the bank's name in front of a larger audience but in being able to offer unexpected rewards - such as front-row seats for a sought-after concert - to existing customers.

Midland 97 is clearly pioneering. But being a successful pioneer means getting the reward from blazing the trail rather than dying heroically to leave others to benefit from your bravery.

Midland's slightly defensive emphasis on how it started from scratch in arranging the event suggests it has not convinced itself it has yet achieved this success.

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Explosive impact: event marketing with pyrotechnics at the launch

## Romania washed by wave of competition

David Short on how a TV chief aims to create 'the best-known brand since Ceausescu'

The wave of increased competition in terrestrial television which has swept over former communist Europe in the past couple of years has reached one of its most eastern points - Romania.

A new private channel, Prima, will launch in the middle of this month and an existing station, Antena 1, will revamp its schedule on December 15. Both moves are designed to challenge the dominant private broadcaster, Pro TV, which celebrated its second birthday at the start of this month.

Not to be outdone, Pro TV, described by its entrepreneur chief as "probably the best-known Romanian brand after Ceausescu", intends to launch a sister station, Channel Two.

The increased activity comes just ahead of plans by the Romanian government to drop a tax on advertising from January, which could have the effect of doubling Romania's estimated \$60m (£36m) television advertising market next year, according to Adrian Sarbu, Pro TV's general director and Romania's leading media entrepreneur.

His Mediapro organisation includes magazines, newspapers, printing and newsagency services as well as Pro TV.

New national commercial stations have been a growing feature in eastern and central Europe since the launch of Nova TV in the Czech Republic in February 1994, backed by Central European Media Enterprises (CEM), a US company. Since then CEM has expanded its TV interests to include Romania, where it is Pro TV's majority shareholder; Slovakia, Poland, Hungary, Ukraine and Slovenia.

However, since 1996 more broadcasters have entered

the market alongside pioneering CME, attracted by double-digit annual growth in TV advertising spending in the region. Europe's former communist market consists of 170m people and TV advertising revenue totals about \$1bn and is growing all the time. In Hungary, for example, three western-backed channels went on air in October.

In Romania, Pro TV's competitors face an uphill struggle. The station takes 60 per cent of available revenue and captures 50 per cent of the audience share. Its output is a mix of domestically produced news, sport, and studio-based entertainment, as well as Hollywood movies and popular US shows.

Home-produced drama is virtually non-existent because of the costs of producing it, but there are plans for a home-grown soap. The station has imported production values from the US, sending news presenters to the Atlanta headquarters of CNN, the US cable news channel, to learn tricks of the trade.

The slickness and deliberate targeting of young Romanians has cost the station some older viewers. Winning them back will be the job of Channel Two, which, says Mr Sarbu, will

be aimed at "the over-45s and those with little secondary education".

Over at Prima, executives have Pro TV's viewers in their sights. The station is the creation of Romanian entrepreneur Cristian Burci, who bought an existing station as a vehicle for the launch. Says Edward Cott, Prima's US director of business development: "We are competing with Pro TV for the same customer - the advertiser and the viewer."

Mr Sarbu is dismissive. "They are saying they'll take 20 per cent audience from us. Competition will exist. I don't see it as a threat," he says.

Instead, the threat could come from that familiar quarter in eastern Europe - the government, albeit in the relatively benign form of president Emil Constantinescu's administration.

Despite having briefly been media affairs minister in 1990, Mr Sarbu is mistrustful of politicians. "In this country, the politicians are so aggressive. They're so clever at finding ways of discouraging business just to prove they are clever. We don't have a licence giving us the right to be a monopoly. There is no guarantee that tomorrow politicians won't say you are too strong."

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## 'Opportunity index' knocks

How far does a lender need to offer value for money to an older couple seeking a mortgage? Does it matter whether a life assurance company selling pensions to single young professionals has friendly advisers?

As the UK personal financial services market gets more crowded and competitive, making precise judgments of this kind and responding quickly to changes in what consumers want is critical for financial services providers.

Now 10 financial companies are involved in work on a new software package which can analyse market information quickly enough to address several different options in the course of a single discussion.

Among the features of the

"Value" software developed by Prospektus, a financial services marketing consultancy, is the "opportunity index", which gives a vivid representation of the attractiveness and accessibility of different types of consumer depending on the distribution channel and type of product concerned.

So far the software's greatest impact has been in fine-tuning marketing decisions rather than turning a strategy on its head.

At Bradford & Bingley building society, for example, the general thrust of the marketing strategy has been to focus on the organisation's commitment to remaining mutual, owned and to the independence of the financial advice it gives. But the software revealed that convenience was more important to consumers

than the society had expected. That led directly to a pensions ad contrasting 14 steps for people scanning the pension market for themselves with simply going into a B&B branch on the high street.

Scottish Widows, the life insurer, has used the software in developing its relatively new banking and mortgage lending operations. Charles Butcher, Widows market research manager, says the analysis reinforced the organisation's view that as a new entrant to the mortgage market it would do better to direct its efforts not at first-time buyers, but at other homeowners, who were more experienced and so more willing to deal with less traditional mortgage lenders.

More surprisingly, in

work carried out before last month's government announcement about the individual savings accounts to supersede Peps and Tesas, the software research suggested that the organisation should target younger consumers not with a Pep, as had been envisaged, but with a deposit account.

However sophisticated the ways of slicing and dicing consumer profiles, the value of the programme relies on the quality of the basic information it uses. Caroline Gardiner of Prospektus says it plans to update most of the information - age, address and financial data - next year. The program can also be used with an organisation's own database to gain a more detailed picture of its customers.

Alison Smith

## Tim Jackson · On the Web

## Profiting from the cybergap

Building bridges between the "wired" world inhabited by those who use e-mail and the world wide web, and the "unwired" rest of the world, is going to be a short-term but highly profitable business opportunity over the next decade.

This column has already covered a number of services that facilitate communication between the internet and the telephone and fax system - including fax-to-e-mail gateways, services that turn voice mails into faxes and internet telephony in numerous flavours.

Until recently, however, the industry's focus missed the most basic linkage of them all, a service allowing someone browsing a company's web site to click a button on a web page that results in an immediate free phone call from the company to them.

The service is now being offered by a small technology company called NetCall (www.netcall.com), based at Cambridge in the UK. Technically, it is straightforward. After clicking the but-

ton, you are presented with a simple dialogue box asking for your name and telephone number. Once this is filled in, a message is sent over the web to NetCall's server, which instructs a telephone "node" to initiate a call to a number designated by the web site owner.

When the call connects, the person that answers is invited to press "1" to talk to the customer who has asked to be called back, and the second half of the call is then put in place. All this takes around 30 seconds.

Safeguards have been built in. Extensions are catered for by telling the first caller which one to ask for. If either party is not available, the system generates a message to whichever parties have e-mail. A company that misses an important sales prospect therefore gets a record of the lead.

Subscribers in the UK pay around 1p a minute for the combined halves of the call, with higher rates applying where the person who wants to be called is abroad. Generating two phone calls over the public switched network may be more expensive than using the internet - especially since technology is already available that could

make the international portion of calls free - but it has two big advantages. The telephone system offers almost 100 per cent reliability, and the system is simple enough for any business, big or small, to use.

It is not hard to see how NetCall can make money from its innovation - the system essentially amounts to a telephone resale business in which the web-based front end offers the company the potential to resell very large numbers of call minutes and to make a few pennies on each.

The strategic issue facing the company, however, is whether it can achieve sufficient visibility in the market to exclude competitors. Its idea, though ingenious, may be impossible to patent - and there are dozens of computer-telephony companies that could knock up an imitation with identical functionality.

Two factors argue in NetCall's favour. One is that it has already dreamed up a range of ancillary services based on its core system. For instance, it is marketing an icon that you can include in a message that will generate a phone call when a customer clicks on it. Some-

thing called AccountCall allows employees of companies to use the system to avoid high hotel call charges when they need to talk to the office from abroad. Another idea, SafetyNet, generates alarm calls if someone fails to call in by a specified time. The company also plans to adapt its technology to enable low-cost conference calling.

The company now seems on the verge of making a mistake. When I asked John Burnett, NetCall's managing director, how he hoped to penetrate the US market without a presence there, he was quick to reply that the company is setting up an office on the other side of the Atlantic.

But instead of sitting its American presence in Silicon Valley, the location which would ensure proximity to the partners that can get its technology adopted most swiftly, NetCall seems more likely to open an office in Denver or New Jersey. Such locations may make sense in doing business with old-fashioned phone companies - but to get the company ahead on the Web, they are too far away from where the action is.

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## BUSINESS EDUCATION

# Grooming for succession

A smooth transition between chief executives takes planning, writes Richard Donkin

William Johnson, president and chief operating officer of H.J. Heinz, the US food company, was rewarded for his patience two weeks ago when he was told he would be succeeding Tony O'Reilly, the current chief executive, next April.

The announcement of a firm date when Mr O'Reilly will hand over the reins, while remaining as executive chairman until September 2000, sets the seal on an uneasy period of limbo for Mr Johnson, who was named successor two years ago.

The Heinz announcement was apparently a model of succession planning. The stock price moved strongly upwards as shareholders registered their approval.

But by no means all those nominated for the succession in big companies eventually land the top job. And even those who do may find that the period between hearing they have been chosen to replace a strong company leader and the day they actually take charge can be one of the most uncomfortable experiences of their career.

Succession planning for the top job is one of the most important boardroom functions, yet so many companies get it wrong.

For every Coca Cola - where Doug Ivester moved smoothly into the chief executive and chairman's job after the death of Roberto Goizueta - it seems there is an AT&T. The US telecommunications giant has only recently appointed a chairman and chief executive after months of drift and indecision caused by successive failed attempts to fill the job.

The impact of succession decisions was illustrated by the recent departure of Sean Lance, operations director and heir apparent at Glaxo Wellcome, the UK pharmaceuticals group, until the board had a change of mind.

Today many companies are learning that effecting a smooth transition requires careful preparation if damaging uncertainty among executives and shareholders is to be avoided.

NatWest UK, the retail and commercial bank that forms the core of the NatWest Group, has overhauled its leadership development in the past five years, creating a pool of some 40 executives (the pool for the whole group is about 70 individuals) who are considered by the executive team to possess

YES THE COMPANY DOES HAVE A STRUCTURED LEADERSHIP DEVELOPMENT PROGRAMME BUT, WITHOUT LOOKING AT OUR PERSONNEL FILES, I'D GUESS YOU AREN'T IN IT GRIMES



the qualities necessary to run the company.

Below this is what it calls its "next generation" pool of some 250 managers identified as potential future leaders. The model marks a big departure from the old, far more structured system in which employees were placed in one of five tiers that marked out their potential at an early stage.

Selection for the new executive pools is made by the executive committee based on a model of skills and behaviours identified as essential for progressing the company, and on the track records of the individuals.

One of the key features, says Jeff Jones, the senior manager responsible for executive development at NatWest, is that the executives themselves decide what kind of development they require, be it coaching, mentoring, external courses or a combination of these that the bank's human resource specialists can provide.

Business schools are beginning to play a larger role in corporate leadership development, allowing executives who may be in line for the top job to stand back from their respective companies.

Lynda Gratton, professor of organisational behaviour at Lon-

don Business School says that succession planning has produced consistent transitions of chief executives among blue chip companies like Shell, BP and Unilever, which have well-defined, long-term business strategies.

Typically executives in such companies know by the age of 30 whether or not they are being

**Business schools are beginning to play a larger role in corporate leadership development**

groomed for senior positions. "These companies are looking for continuity so that the change of chief executive at Shell, for example, is not looked at with the same kind of interest as, say, the succession of Lord Hanson," says Prof Gratton.

John Browne, the chief executive of British Petroleum, was, she says, nurtured from an early stage and his progress - how he worked in teams and how he handled jobs in various businesses - was closely monitored. "But it was done in a

low key way," says Prof Gratton. "They didn't make any big deal of it. The more explicit you make it the more difficult it is for individuals when they don't make it to the top."

One problem of more overt fast-tracking, she warns, is that it can increase the likelihood of politicking, power struggles, and favouritism.

Hewlett Packard, the computer company, deliberately avoids singling people out early in their careers. Instead it creates an internal labour market, helping people to identify their skills requirements. "Taking this self-managed approach, individuals can create their own succession planning," says Ms Gratton.

"Companies tend to be very good at identifying those who manage upwards - who have good presentation skills for managing the business. But they don't identify so well those who act collegially and who know how to network. These are the skills that are needed for the future," she says.

Prof Gratton directs the global business consortium, a study group at London Business School, in which small groups of senior executives in the six member companies study and compare their

respective approaches to business over three weeks spread throughout the year.

As for the UK supermarket chain, used a business school as part of the succession plan under which Archie Norman, the chairman, was able to stand down last year as chief executive without any ripples after smoothing a path for his successor, Allan Leighton.

"You have to have a clear succession strategy within a business," says Mr Leighton. "It can't be wishy-washy and it has to be visible, both internally because it builds confidence among the staff, and externally because it's important to investors. I knew the shareholders for a long time before my appointment and they knew what was going to happen."

As soon as Mr Leighton was made deputy chief executive with the clear understanding that he would succeed Mr Norman, he went on a course at Harvard Business School for three months. "It gave me time to think outside the box," he says.

Handovers must be clear cut, he adds. Some successions are ruined when the incumbent chief executive stays on too long or does the same job as the chairman. "It is very difficult if nothing changes but the name," Mr Leighton says. "There is a big difference between being a director in the business and being chief executive. Preparing for the role is tremendously important."

A new trend, pioneered by Columbia Business School in New York, is to tailor leadership courses for specific national groups. The school has recently completed a six week course for 20 public and private sector executives from Bahrain, including six members of its royal family.

Sponsored by the Bahrain Institute of Banking and Finance, the six week course included three weeks at Columbia and three separate weeks in Bahrain working on projects focused on the country.

Kennon Miller, director of custom programmes and services at Columbia, said: "The initial approach was made by Bahrain as some of its senior officials were aware of the need to develop leadership and strategic decision-making skills among the next generation of executives. We are now talking about running other courses in the Gulf since we have had interest from a number of states there."

## NEWS FROM CAMPUS

### Training of equal degree

The reorganisation of the German university system, to bring its degrees into line with other European countries and the US, means that from January 1998 German state universities will be able to offer MBA degrees for the first time.

In an attempt to find out what German students want from an MBA degree, the German monthly magazine *Audimax*, which is distributed to German university students, is conducting a survey in conjunction with Cox Communications, of Idar-Oberstein.

The survey, sponsored by Porsche, is intended to discover the elements which students think would make a good MBA - length of course, type of core and elective courses, work experience and so on. Cox Communications will then analyse which European business schools best fulfil those criteria and would therefore form the best models for German universities.

At the moment the MBA programmes offered in Germany, such as those at the university of Koblenz and the European Business School, are privately run.

The result of the *Audimax* survey will be published in March 1998. Cox Communications: Germany, (0)6781 24414

### Nothing to fear but change

One of the biggest hurdles facing companies which want to introduce a programme of change is the fear experienced by many employees. In response to this Ashridge management college is holding a three-day programme to help

business leaders deal with nervous employees.

The first *Getting to the Heart of Change* programme will take place on January 28. Ashridge, UK, (0)1442 841 307

### World venture capital link

Small high-technology companies in Queensland, Australia, are getting a helping hand from faculty at this Anderson school at UCLA to access investment funding from the US west coast.

Alan Carsrud, chair of the UCLA venture development programme, which creates start-up companies using UCLA research, will co-ordinate the school's involvement and liaise between US financial networks and the Australian companies. Anderson: [www.anderson.ucla.edu/](http://www.anderson.ucla.edu/)

### MBA with millions

Michael Peagram, chairman of Holliday Chemicals, looks set to become one of Britain's wealthiest MBAs.

If the takeover by chemicals company Yule Catto goes ahead, Mr Peagram, 54, will be left holding £25m in Catto shares and £19m in cash.

Mr Peagram has regularly sponsored events at his alma mater, Manchester Business School, and the school must now be hoping he sponsors a few more.

He is also rumoured to be looking for a job in academia. Mr Peagram has some way to go before his wealth overtakes supermarket king Lord Sainsbury. He graduated from Columbia. MBS: <http://www.mbs.ac.uk>

Information for News from Campus should be sent to: Delta Broadcasting, 77, Number One Southwark Bridge, London SE1 8HL. Tel: 44 171 873 4873 Fax: 44 171 873 3950

## BUSINESS TRAVEL

### Travel Update - Roger Bray

#### Hilton opens doors

Two new Hiltons are about to launch in Jerusalem and Mexico City. The former, which has 385 rooms, will open on January 1.

The latter, which should open soon afterwards, has been incorporated in the international wing of Mexico City airport. Customers will be able to check in at a desk in the terminal and go to their rooms without leaving the building.

#### Festive high jinks

Organise the Christmas party invitations at

34,000 ft. Dubai-based airline Emirates is offering inflight telephone calls for a flat charge of \$20 (£12) until the end of the month - however long you talk. The usual charge is \$3 a minute. Every seat on the carrier's Boeing 777s is equipped with a satellite phone.

#### Asian routes

Taiwanese airline Eva Air has announced two new routes. On January 1 it will start flying twice a week to Jakarta from the southern city of Keesing, where it wants to establish a "satellite hub".

And in March it will launch scheduled flights between its main base in Taipei and Osaka under a codeshare with Japan's Air Nippon. Each carrier has been licensed to fly four times a week and it is expected that, between them, they will offer a daily service.

#### New German link

German airline Eurowings is to launch services between London's Stansted Airport and Nuremberg on February 2. It will operate two round-trips each weekday and one on Saturdays and Sundays - but promises extra flights

during the Nuremberg Toy Fair, which runs from February 5-11. The airline will offer an introductory, 14-day advance purchase return fare of \$99.

#### Tale of two cities

Deaver or Las Vegas? The UK's Civil Aviation Authority is expected to reveal this week whether it has given its blessing to British Airways, which wants to start services to the former, or rival Virgin Atlantic, which wants to fly to the latter.

Problem is, the air agreement between London and Washington severely restricts the number of

American gateways on offer and only one is up for grabs. The two airlines presented their arguments at a public hearing earlier this month. Because Denver's new international airport is a major hub, BA might appear to have the edge.

But the authority will have needed no reminding that at least two US carriers have already operated the route, only to abandon their attempts to make a go of it.

#### Munich complex

A new trade fair complex will open in February on the site of Munich's former Riem airport. It will

incorporate a conference centre designed for flexibility, with rooms for as few as 20 or as many as 3,000 delegates. The complex will largely replace the city's existing Messagelande.

#### Beds in Bishkek

Hyatt is to manage a 106-room hotel in Bishkek, capital of the central Asian republic of Kyrgyzstan. The property is part of a \$15m development which includes serviced apartments, offices, shops and car parking. Formerly known as the Hotel Kyrgyzstan, it is closed for renovation and will re-open in early 1998.

### Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
Bong Kong	12-22	12-22	12-22	12-22	12-22
London	12-22	12-22	12-22	12-22	12-22
Frankfurt	12-22	12-22	12-22	12-22	12-22
L. Angeles	12-22	12-22	12-22	12-22	12-22
Paris	12-22	12-22	12-22	12-22	12-22
Tokyo	12-22	12-22	12-22	12-22	12-22

**FAST**

## Passengers heed call of the sky

Kieran Cooke reports on a new system of in-flight phones for short-haul journeys

are the main customers.

Jetphone says the system based on cellular radio and air-to-ground digital radio links is user-friendly and offers better quality than similar existing services within the US, which, it says, are converted from older technology.

However, the Jetphone system is only suited to short-haul and medium-haul flights. On long-hauls, the big carriers such as BA, Qantas, Lufthansa and Singapore Airlines continue to

rely on satellite systems. The two main companies involved in airline satellite phone systems are Skyphone - a consortium of BT, Telefonor of Norway and Singapore Telecom - and Satellite AirCom, made up of, among others, SITA of France and France Telecom.

With the Jetphone system, the passenger picks up the phone, swipes a credit card through the slot on the side of the handset and, using the international prefix "00", dials the number. Alternately, by dialling "0", a connection is made with the call centre at Shannon, where operators can answer queries in either English or French. Bored children are among the most frequent in-flight callers to Shannon.

Calls are directed through ground stations. At present the system covers an area from northern Finland to Gibraltar and southern Greece. As more ground stations are built - at present there are 30 in 10 EU states - in-flight calls will be available

on flights to eastern Europe and Turkey. In future, Jetphone aims to cover the Middle East and south-east Asia.

Coeur Hayes, Jetphone's chief executive, says: "From the point of view of the airline, our equipment is smaller, lighter and uses less on-board power than the sat-



ellite system. For the passenger, our digital technology means there is not the irritating delay which often occurs on satellite calls. Most important of all, the calls are cheaper. Domestic calls using the Jetphone system work out at about 75p per 30 seconds, while intra-European calls

cost up to £1.50 for the same period. Jetphone says satellite calls can cost between £3 and £4 per half-minute.

To install a 60-phone system on an aircraft costs between £175,000 and £200,000. Jetphone says that within 12 months passengers will be able to receive as well as make calls. Phones will also be able to accept smart cards. Since the beginning of the month, Air France passengers have been able to use Carte France Telecom cards and, in so doing, earn extra airmiles. To minimise annoyance to fellow passengers, all phones are connected with special amplifiers. Jetphone says conversations can be held in little more than a whisper.

More services are being added to the system. A directory enquiries facility is being set up at the Shannon call centre. Passengers will soon be able to plug laptop computers to their in-flight phones and access e-mail

or send and receive faxes.

"We envisage passengers having the use of a device which combines a phone and a screen," says Mr Hayes. "Passengers will be able to send messages about flight delays, or book hotels and hire cars. Airlines will also be able to run their in-flight entertainment via the device. This could be card games, gambling - there are numerous possibilities."

Jetphone says the average time of an in-flight call is two minutes - although one passenger on board an Air France flight was on the phone for 71 minutes, at a total cost of more than £200.

"We had a passenger who insisted on buying champagne for his fellow travellers after setting the sale of his house, 30,000 ft up in the sky," says Mr Hayes. "Some people might want to read a book or have a snooze on a flight, but nowadays passengers value being able to stay in touch - at all times."

The law has finally come to Prague's wild west-style taxi market but the sheriffs have not yet arrived to enforce it. This was vividly brought home to me recently when a burly taxi driver grabbed me in pursuit of his Kč400 (£23) fare for a 20km ride.

Even before last October, when the centre-right government decided to allow taxis to charge whatever price they wanted, Prague cabs were notorious. The deregulation, in the belief that the market would find its own level, only acted as a green light for unscrupulous drivers and

## No sign of the sheriffs in the wild east

Prague's notorious taxis are at last regulated but enforcement is rare, says Robert Anderson

criminal gangs to rip off visitors who did not know the rules. The worst reported case was an Australian charged Kč8,500 for a ride of less than 1km.

At the start of this month the city hall began setting maximum prices again: Kč17/km and an initial flagfall of Kč23. From April it will for the first time be able to control who becomes a taxi

driver by testing prospective cabbies on the geography of the city before it issues a licence.

However, there is little enforcement of the new rules. Josef Sidlo, head of taxi licensing, admits: "Two thirds of taxi drivers are obeying the new prices, but it is likely that when a foreigner gets in the car, a driver will try to cheat him."

Budget cuts, he says, mean that the town hall cannot afford to employ more staff to check on taxis, and even when they do discover wrongdoing, they have to go through a laborious court process before they can take away a driver's licence.

Travellers should therefore still approach taxis with care, especially in notorious locations such

as Wenceslas Square, the Old Town Square or the main railway stations, where the cabs are run by criminal gangs.

Ideally you should telephone for a taxi but if you pick one up in the street make sure it is legitimate with a yellow "taxi" roof light, black and white chequered markings, and that it has the driver's name or company, regis-

tration number and the legal price list in a box on each side of the car. Anything else is a private-hire car which has picked you up illegally. Even if you agree a price beforehand, these drivers are well-known for demanding more with menaces.

Once you are in an apparently reputable taxi, check that the driver has put on the meter

(otherwise) and that it is not spinning round at a dizzying rate. At the end of the ride the driver should print you a receipt (ucet) from the meter.

If the fare is too high and reasoned discussion proves unfruitful, you are advised to grit your teeth and pay up - some drivers carry guns - and complain afterwards to the city hall using the receipt and the car's registration and driver's numbers as evidence. You will not necessarily be as lucky as I was when a Kč200 bill left on the car roof persuaded my driver not to pursue me down the street.

هاتفك من الالم



## ARTS

## OPENINGS

## ROME

A new season at the Teatro dell'Opera begins tomorrow with Respighi's *La fiamma*. Nelly Miricioiu sings the title role in a staging by Hugo de Ana. The conductor is Gianluigi Gelmetti.

## PARIS

It's a rare opera company these days which doesn't have a production by Jonathan Miller in its repertoire: he has joined the world's operatic merry-go-round, recycling his ideas from one city to the next with barely a moment

to draw inspiration. Hot on the heels of last month's Stravinsky production in New York, he tackled *La traviata* at the Bastille. Eurostar travellers will be hoping he makes a better job of Verdi's opera than he did last season at English National Opera. His cast includes Angela Gheorghiu (above) and Ramon Vargas, and the first night is Saturday.

## ROTTERDAM

Prints and drawings from the Bolmans Van Beuningen Museum's celebrated collection

are rarely put on display, because exposure to light poses a hazard to such sensitive works. *Around Raphael*, opening on Saturday, is therefore a valuable opportunity to study works from the High Renaissance, 1480-

## HOUSTON

On Sunday, the Museum of Fine Arts presents *The Body of Christ* in the Art of Europe and New Spain 1150-1800, featuring 75 works by Bellini, Botticelli, Rubens, Tintoretto, Veronese and other masters (de Paez, left). The exhibition addresses the meaning and devotional function of the image of Christ in the art of the period, with loans from public and private collections in the US, Mexico and Canada.

## GLASGOW

Ronald Dahl's *Revolving Rhyme* of Goldilocks hits the concert stage on Thursday in a new musical version by Austrian composer

Kurt Schwertsik. The work, the latest in a series commissioned by the Dahl Foundation, will be premiered by the Scottish Chamber Orchestra at the Royal Concert Hall, H K Gruber conducts.

## LONDON

Director Sam Mendes brings the classic American newspaper comedy, *The Front Page* (by Ben Hecht and Charles MacArthur), to the London stage tonight. The cast is led by Alan Armstrong and Gail Rye Jones, at the Donmar Warehouse.

Ian McKellen plays Captain Hook at the National Theatre, in Trevor Nunn's production of *Peter Pan*. The play, adapted by Nunn and John Caird, opens tomorrow at the Olivier Theatre, and co-stars Alec McCowen, Daniel

Evans (left) as Peter Pan and Jenny Agutter. On Wednesday, director Jonathan Kent brings Gogol's comedy, *The Government Inspector*, to the stage of the Almeida Theatre. The play is given in a new version by John Byrne, the cast is led by Tom Hollander (right) and Ian



Philip Voss: he portrays the true Shylock we know in our minds but have never fully met before in the theatre

## Shylock steals the show

Alastair Macaulay reviews the RSC's new 'Merchant of Venice'

Who and what is Shylock? In that role in the Royal Shakespeare Company's new production of *The Merchant of Venice*, Philip Voss - the finest actor to have appeared with the RSC for several seasons - rises to his greatest heights so far. He is not a radical actor, and his Shylock is not some new-fangled revisionist account of Shakespeare's classic Jew. The revelations of his acting strike us - simply, strikingly - as revelations of the truth: as a return to the Shylock we have always known in our minds, the Shylock we have most of us never fully met before in the theatre.

But what is the truth of Shylock? He is always a Jew among Christians. All of us recognise in him whatever is alien in ourselves, at the same time as we feel his dissimilarity to us. From the relict of his opening words - "Three thousand ducats" - on, Voss stamps his emotion, his diction, his gestures, with Jewishness. It is not just his rolled Rs and slight lisp, it is the very rhythm and cadence of his speech (those repetitions, like verses from the Old Testament) that set him apart. Yes, he is a piercing critic of the Christians around him, and their anti-Semitism in particular ("You that did void your rheum upon my beard"). But he is also a disconcerting, uncomfortable presence. He is so naked in his religiosity, in his hatreds, in his money-dealings, in

his grief, in his vengeance, that, just as we are about to identify with him, we recoil from him. He has the most florid, outward gestures onstage, and he has the greatest, most implacable, stillness. He is awesome and embarrassing.

Listening and watching, we understand from Voss the living human nature of a written character, the expressive purpose of one line amid an extended speech, the point of one character amid a complex drama, the effect of a single speech within an entire scene. Shakespeare himself becomes larger and keener in our minds while Voss acts him; and Voss returns us to any aspects of the essence of Shylock more truly than any other recent interpreter.

Take the great scene after Jessica has eloped. In his slow, stammering entrance, he says, in bitter shock to Salerio and Solanio, "You knew, none so well" (his face is bleeding). Then, as they mention Antonio, a new thought strikes him: "Let him look to his bond", softly. Soon his softness changes into rasping harshness; again, now with implacable danger, "Let him look to his bond". And so into the beautiful reason of "Hath not a Jew hands?" Here he sounds less alien than elsewhere. He is one of us; yet he remains uniquely disturbing. As his kinsman Tubal enters, he scales higher peaks of pain and fury. At the same time, however, they and Shakespeare show us, again, that these two Jews are outsiders and that they feel that

they are. They are shaken to the core by the treatment they have received, and yet at the core they remain "other". Finally, left alone, Shylock comes to the front of the stage and lets out a great cry, and we are shaken too.

The new production, directed by Gregory Doran, puts the play back into the 16th century and into a vaguely recognisable Venice. But - like the 1993 David Thacker production which relocated it into the grey cityscape of today and whose Shylock was a well-dressed FT-carrying city gent - it "restores" the "Irving" (and *Rigoletto*) scene in which Shylock returns home to find his daughter gone. In the trial scene, Bassanio hurds down golden coins onto the floor to repay Shylock; and Shylock, who is forced onto his knees to beg mercy, finds himself slipping on this pile of money.

The production gauges well the overall proportions of the play (there are a few cuts, including Old Gobbo, no great loss), but the non-Shylock majority of the play is made to seem, as yet, too callow. If a production misses the seriousness and musicality of the final scene, you miss Shylock and you feel Shakespeare to be the clumsy craftsman he wasn't. Thus here. Helen Schlesinger catches some of Portia's wit, nascent heroism, and surprising flashes of steel; but the authority and stillness

that she brings to individual lines she then dilutes with too much hurry and indecisiveness elsewhere. Likewise Scott Handy's handsome, fertile Bassanio is an unresolving performance; he emphasises too many words per sentence, and his sheepish look in admitting his perfidy to Portia in the final scene is cheap. Julian Curry's Antonio is entirely a non-Shylock - cold, prissy, inhibited - and is never the lovable, kind prodigal that others keep making him out to be. The music, by Colin Buckridge, is the usual over-intrusive RSC film-accompaniment. The set (by Robert Jones), the costumes (by Sue Wilmington), and the lighting (by Howard Harrison) are just a tad too glitzy and cartoony.

The way that, in the trial scene, the Christian men all keep behaving like an operatic chorus in loud unison is foolish. It looks as if Doran set out to make the other characters as three-dimensional and serious as Shylock (and to show the larger drama of Shakespeare's play) and then lost his nerve. When Antonio makes Shylock turn Christian, part of the audience actually laughs: a disarming but sure sign that the production has dulled its audience's reactions to the complex treatment of Jewishness that Shakespeare and Voss have so vividly shown.

In RSC repertoire at the Royal Shakespeare Theatre, Stratford-upon-Avon. Sponsored by Laphroaig.

## Verdi's Macbeth reduced to a cube

At La Scala, Andrew Clark finds a lifeless spectacle dressed in kitsch and psychobabble

Compassion, respect, love: the words trip remorsefully off Macbeth's tongue at the start of his Act 4 aria ("Pietà, rispetto, amore"), as he realises what he has lost in his lust for power. They not only restore a degree of dignity to a broken man, but also sum up Verdi's humanist credo, manifested time and again in his operas. So it is distressing to find these qualities sorely absent from Graham Vick's new production of *Macbeth* in Milan. What we get instead is a lifeless spectacle dressed in kitsch and psychobabble.

Vick was an unusual choice for La Scala. Although he earned his spurs last year with the premiere of Berio's *Outis*, it is rare for a foreigner to be handed the opening production of the season, an event of enormous significance. Italians are proprietorial about their Verdi - none more so than Riccardo Muti, whose conservative aesthetic has dominated La Scala since he became music director in 1986. Vick represented a change of style.

The trouble is that Italy has cottoned on to Vick about five years too late. In the early 1980s he was one of the most dynamic young British producers. The more internationally recognised he has become, the less interesting his work seems to be. Like Jonathan Miller, he now inhabits the closeted world of a jet-setter, moving from one operatic capital to the next with no time to draw inspiration.

His *Macbeth* could have come straight out of a design magazine. Maria Bjornson's single set is abstract, colour-coded (humorous reds and blues) and dominated by a huge tilted cube. With costumes straight from the 1980s - medieval stylisations for the courtiers, body-bugging modern gowns for the witches - and spotlights penetrating the gloom from the wings, the visual impact is stunning.

Behind the façade, however, everything is cold and impersonal. The "acting" amounts to little more than posturing: the characters are as archetypal as masks - no more so than in the choral

scenes, where everyone either stands in line or gyrates like a movement class. And long before the end, I was sick of the sight of that cube.

Part of the problem may be the sheer length of the evening. With three intervals lasting as long as each act, it is hardly surprising the performance fails to generate tension. But the production's principal weakness is its over-reliance on design as a communicator of mood and motivation. We don't

wiser. Vick has lost sight of the essentials of stagecraft: drawing performances of truthfulness and individual character, regardless of the surroundings. In *Macbeth*, the cast held the stage with stand-and-deliver anonymity. Renato Bruson sang his closing aria like a grandfather reminiscing by the fire. He is really too old for *Macbeth*; although technically secure, the voice has lost its distinctive warmth and colour. Maria Guleghina's Lady Macbeth acted like a prima donna, tough and psychologically impenetrable. Her arias were studied vocal displays rather than virtuosic flourishes, and the sleep-walking scene was a non-event.

Roberto Alagna brought some star quality to Macduff - the aria was refreshingly unforced, if hardly gut-wrenching - but it was very much a walk-on performance, and there was no explanation why he should wander around like an unwitting guest at the banquet. The witches did not move or look like witches - except in Act 3, where, in one of Bjornson's more inspired ideas, some were dangled from the flies, at least they sounded convincingly shrill.

It would be interesting to know what Muti thought of all this. Judging by his relentless speeds, he was impatient to get it over with as quickly as possible. In the grand choruses he began to relax his iron grip and allow the music to breathe. And the production's one unmitigated success was the inclusion of the ballet music Verdi added to the score for his 1865 Paris revision. It is almost always cut - but what gorgeous music it is. In Muti's hands it sounded tender, graceful and, by the standards of the 1947 score, "a magic box", a highly developed symbol of original civilisation" capable of "pushing the action claustrophobically towards the audience". It is "an obsessive presence... which either suffocates or frees". His references, he tells us, range from pagan iconography to Stanley Kubrick.

Even if I had read this before the performance, I would not have been any the



Tough: Maria Guleghina as Lady Macbeth

## INTERNATIONAL ARTS GUIDE

## AMSTERDAM

## EXHIBITIONS

Rijksmuseum  
Tel: 31-20-673 2121  
On Country Roads and Fields: tracing the development of Dutch landscape painting through the 18th and 19th centuries, this exhibition starts with the idealised visions of De Moucheron. Includes examples of the Hague School post-1860, and concludes with turn-of-the-century works by Van Gogh and Mondrian; to Mar 3

## OPERA

Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Dialogues des Carmélites: by Poulenc. New production conducted by Yves Abel in a staging by Robert Caron. Cast includes Joan Rodgers and Sheri Greenawald; Dec 16, 19

## BERLIN

## CONCERTS

Deutsche Oper  
Tel: 49-30-34384-01  
Carmina Burana: by Orff. Conducted by Rafael Frühbeck de Burgos. With the Clemencic Consort conducted by René Clemencic; Dec 16, 19

Philharmonie  
Tel: 49-30-2548 8354  
Berlin Philharmonic Orchestra: conducted by Daniel Barenboim in works by Mendelssohn, Rihm and Bruckner; Dec 19, 20

## DANCE

Deutsche Oper  
Tel: 49-30-34384-01  
Deutsche Oper Ballet: Rosalinde, choreographed by Ronald Hynd to music by J. Strauss; Dec 17

## OPERA

Deutsche Oper  
Tel: 49-30-34384-01  
Hänsel und Gretel: by Humperdinck. Premiere conducted by Olaf Hergold in a staging by Andreas Homoki; Dec 18

## BOLOGNA

Teatro Comunale  
Tel: 39-51-529 999  
www.nettuno.it/bol/  
Turandot: by Puccini. Revival conducted by Daniele Gatti in a staging by Hugo de Ana; Dec 16, 18

## CHICAGO

Art Institute Of Chicago

Tel: 1-312-443 3600  
www.artic.edu  
Renoir's Portraits: Impressions of an Age. Around 65 paintings spanning the artist's career, of subjects including Claude Monet and Madame Renoir. The show has been seen in Ottawa and will travel to Texas; to Jan 4

## OPERA

Lyric Opera of Chicago  
Tel: 1-312-332 2244  
www.lyricopera.org  
Amistad: world premiere of Anthony Davis's new work about the 19th century anti-slavery campaign. Dennis Russell Davies conducts a production by George C. Woolf; Dec 17, 20

## LONDON

CONCERTS  
Barbican Hall  
Tel: 44-171-638 8891  
Christmas Carol Concert: Richard Hickox conducts the London Symphony Orchestra and Chorus in a programme including Humperdinck's Hänsel and Gretel Overture and extracts from The Nutcracker; Dec 20  
London Symphony Orchestra: conducted by Tadaaki Otaka in works by Rachmaninov. With Laila Ove Andersen in Piano Concerto No. 3; Dec 18

## ROYAL FESTIVAL HALL

Tel: 44-171-9288800  
The Royal Opera: Elisabetta, by Donizetti. Concert performance, conducted by Carlo Rizzi; Dec 18

EXHIBITIONS  
National Portrait Gallery

Tel: 44-171-306 0055  
Hynes in Petricost: Mary Wollstonecraft & Mary Shelley. Celebration of the joint bicentenary of the two women writers, the birth of the latter having caused her mother's death. Through portraits, drawings and manuscripts the display examines their lives, times and writings; to Feb 15

## OPERA

Shaftesbury Theatre  
Tel: 44-171-379 5369  
The Royal Opera: Paul Bunyan, by Britten. New production staged by Francesco Zambello and conducted by Richard Hickox; Dec 15, 17

## LOS ANGELES

CONCERTS  
Dorothy Chandler Pavilion  
Tel: 1-213-365 3500  
Los Angeles Philharmonic: conducted by Esa-Pekka Salonen in works by Beethoven, John Williams and Nielsen. With violin soloist Alexander Tregor; Dec 18, 20

## MILAN

DANCE  
Teatro alla Scala  
Tel: 39-2-88791  
Giselle: with sets and costumes by Marie-Louise Ekman; Dec 17, 18, 20

## OPERA

Teatro alla Scala  
Tel: 39-2-88791  
Macbeth: by Verdi. Conducted

by Riccardo Muti in a staging by Graham Vick, with designs by Maria Bjornson. Casts vary; look out for Maria Guleghina and Roberto Alagna; Dec 16, 19

## NEW YORK

CONCERTS  
Lincoln Center  
Tel: 1-212-721 6500  
www.lincolncenter.org  
New York Philharmonic: conducted by Kurt Masur in works by Shostakovich and Prokofiev. With violin soloist Midori; Avery Fisher Hall; Dec 17, 18, 19  
New York Philharmonic: conducted by Dr Walter J. Turnbull with the Boys Choir of Harlem; Avery Fisher Hall; Dec 20

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New York City Ballet, New York State Theatre  
Tel: 1-212-870 5570  
George Balanchine's The Nutcracker; Dec 16, 17, 18, 19, 20

## EXHIBITIONS

Metropolitan Museum of Art  
Tel: 1-212-879 5500  
www.metmuseum.org  
Gianni Versace: this tribute to the late Italian designer explores the influences upon his work of abstract artists including Warhol, and of historical styles ranging from Greek and Roman classicism to 18th century court styles. The show also explores his use of new materials such as plastic and leather; to Mar 22

OPERA  
Metropolitan Opera, Lincoln Center  
Tel: 1-212-362 6000  
www.metopera.org  
Il Barbiere di Siviglia: by Rossini. Revival of a staging by John Cox; Dec 17, 20

## PARIS

OPERA  
Opéra National de Paris, Opéra Bastille  
Tel: 33-1-4473 1300  
Der Rosenkavalier: by Strauss. New production conducted by Edo de Waart in a staging by Herbert Wernicke. Cast includes Renée Fleming, Susan Graham and Barbara Bonney; Dec 19  
La Traviata: by Verdi. Production directed by Jonathan Miller and conducted by James Conlon. Angela Gheorghiu sings the role of Violetta; Dec 20

Opéra National de Paris, Palais Garnier  
Tel: 33-1-43439696  
The Merry Widow: by Franz Lehár. Armin Jordan conducts a new production directed by Jorge Lavelli, with sets by Antonio Lagarto; Dec 19

Théâtre des Champs Elysées  
Tel: 33-1-4925050  
Fidelio: by Beethoven. Production staged by Patrice Chaurier and Moshe Leiser, with the Orchestre des Champs-Elysées and the Choir of the Welsh National Opera. Conducted by Louis Langrée; Dec 18, 18

OPERA  
Teatro dell'Opera  
Tel: 39-6-481801  
www.theat.it  
La Fiamma: by Respighi. This first production of the season is by Hugo de Ana, and is conducted by Gianluigi Gelmetti; Dec 18, 19

## ROME

OPERA  
Teatro dell'Opera  
Tel: 39-6-481801  
www.theat.it  
La Fiamma: by Respighi. This first production of the season is by Hugo de Ana, and is conducted by Gianluigi Gelmetti; Dec 18, 19

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## COMMENT &amp; ANALYSIS

Philip Stephens

## A foot in the club

Blair's bid to keep Britain involved with the euro 'ins' while keeping sterling out was bound to lead to a clash

There are two ways of looking at the weekend accord setting up a EuroX club of single currency countries. Kremlinologists will want to pore over the precise wording of the communiqué issued by European Union leaders at their summit in Luxembourg. Those more interested in realpolitik will understand that the role of the new group will be shaped by events rather than by any diplomats' draft.

The part played by Tony Blair at the summit was always going to invite comparisons with Margaret Thatcher and John Major, his Conservative predecessors. The notion that Britain's fate is either one of triumphant isolation or of humiliating defeat is embedded deep in the psychology of these events.

In fact, things have changed. The then Mrs Thatcher used to spend most of her time seeking to block the creation of any new Euro clubs. Mr Major saw his role as ensuring he could opt out of them. Mr Blair is intent on putting a foot back in the door.

That was never going to be easy as far as the single currency is concerned. Mr Blair's government has said it will not take sterling into economic and monetary union this side of another general election. How then could he demand membership of the EuroX club of finance ministers which is being set up to represent the single currency "ins"?

The outcome, as might have been foreseen, was a fierce clash between Mr Blair and his French counterpart Lionel Jospin - followed by an equally predictable deal brokered by Germany's Helmut Kohl.

These Anglo-French rows have a long pedigree. Mr Jospin has reminded Mr Blair several times that, since the British invented clubs, they should be well aware of the rules of membership.

restrict membership. It is a fair point. But he might have added that none have been more jealous than the French of the exclusivity of Europe's clubs.

When Robert Schuman, the then French foreign minister, proposed the creation of a coal and steel community in 1950, his priority was to prevent Britain obstructing this first step towards European integration. Clement Attlee, the British prime minister, wanted a place at the negotiating table without any advance commitment to participate. Schuman responded by insisting that only those who had agreed to join could attend the conference which would establish the new community. Plus ça change.

The politics in Luxembourg were more subtle. True, the six hours it took to hammer out a compromise on the ground rules for EuroX were dominated by often heated exchanges between Mr Blair and Mr Jospin. It was not simply, though, a question of the 11 probable "ins", led by France, trying to exclude the four "outs", represented by Mr Blair.

The common ground among the prospective single currency participants was that the euro bloc must have the right to discuss

Mr Jospin has reminded Mr Blair several times that, since the British invented clubs, they should be well aware of the rules of membership.

matters of mutual interest separately from the Ecofin council of all 15 finance ministers. Beyond that, however, France's vision of EuroX as an embryonic economic government for Europe is hardly universal.

Mr Kohl was less than happy with an agreement struck in advance of the summit by Theo Waigel, his own finance minister, with France's Dominique Strauss-Kahn. The Bundesbank, it seems, had protested vigorously that this expansive blueprint for EuroX would threaten the hallowed independence of the European central bank.

So if Mr Blair managed to scale back the remit for EuroX, Mr Kohl was not going to complain. Nor, for that matter, would Italy's Romano Prodi. The Rome government is ever suspicious of clubs run by the Franco-German axis. Hence Mr Kohl's role as the architect of the eventual compromise, and Mr Prodi's rather extravagant praise of Mr Blair's "extraordinary spirit of collaboration".

As to the eventual text, it is as ambiguous as it is short. The EuroX finance ministers will meet to discuss matters of specific interest to those in the single currency; the euro's exchange rate, the operation of the fiscal stability pact and appointments to the central bank are obvious examples. But Ecofin will be the sole decision-making forum, and the Euro "outs" cannot be excluded from any discussion of wider economic issues such as, say, tax and labour market policies.

Mr Blair is adamant that this was a deal worth fighting for, even if he drew down on his stock of political credit in the process - Mr Kohl teased him afterwards by saying he had added a touch of charm to Mrs Thatcher's legendary obstinacy. But the chancellor added, with some satisfaction, that it was now clear what EuroX was and, more to the point perhaps, what it wasn't.

For his part, Mr Blair does not doubt Mr Kohl's political acumen. But he judges that, while the compromise obviously suited Bonn, Mr Kohl would have been reluctant to provoke a row with Mr Jospin to secure it.

From this, I take that Mr Blair has won himself a breathing space. For a while, the remit of EuroX will be fairly tightly drawn. Mr Jospin's plans to cut unemployment by imposing a 35-hour working week are not, after all, universally popular among his continental colleagues.

But the boundaries are that matter, would Italy's Romano Prodi. The Rome government is ever suspicious of clubs run by the Franco-German axis. Hence Mr Kohl's role as the architect of the eventual compromise, and Mr Prodi's rather extravagant praise of Mr Blair's "extraordinary spirit of collaboration".

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## LETTERS TO THE EDITOR

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## Odds stacked against breaking into Japan

From Mr James Moorhouse, MEP.

Sir, The US government and Congress are not the only bodies to be dismayed by the apparent rejection of US/Kodak's complaint to the World Trade Organisation. ("WTO's film ruling angers Washington", December 8).

As rapporteur for the European Parliament on trade and economic relations between the EU and Japan since 1988, I can testify that we are equally concerned about the regulatory obstacles which continue to stand in the way of European companies wanting to do business in Japan.

Kodak is yet another case.

The news that it may well lose its case at the hands of the WTO disputes panel came as a bombshell to those of us who follow events on Japanese affairs. One does not need to be in Japan for very long to see how the odds are still stacked against European companies, although there are some notable exceptions at the luxury end of the market. In the case of Kodak, it would clearly require a superhuman and costly effort for them to break into the Japanese market, not least because the distribution system is virtually closed.

Although it is true to say

that there has been some progress towards deregulation, the current government seems to have slackened the pace of reform. There are many areas where the Japanese market is still heavily regulated and these were listed in my European Parliament report of September 1997.

Events of recent weeks have given cause for considerable worldwide concern about the economic and financial situation in Japan. The Japanese are greatly attached to the value of the "keiretsu" (a unique linkage between banks and companies) which is quite unlike anything we are accustomed

to in the west. We are ready fully to respect the Japanese approach, but cannot avoid the conclusion that while Japanese organisations have ready access to the European single market, the reverse is far from true. The Kodak Fuji case has produced a highly contentious response from the WTO's disputes panel - frankly, why they could not see the justice of Kodak's case is a mystery to me.

James Moorhouse, MEP for London South and Surrey East, Dean Farrar Street, Westminster, London SW1R 0DY

## Club together and do the right thing

From Mr Anthony Stowell.

Sir, People who eat meat are not to be trusted to make a responsible and informed choice when given scientific evidence that there may be a one in several million risk in eating rib beef or lamb chops. So these groups are to be banned and retailers criminalised for selling them.

People who smoke cigarettes, on the other hand, are to be trusted to make an informed choice even when faced with the incontrovertible evidence that smoking will kill thousands of them. A 10-year guarantee allowing companies to advertise tobacco in a high profile campaign directed at the young has been authorised by the government.

Is there an anomaly here? Or should the farmers do the right thing and club together to make a substantial contribution to Labour Party funds?

Anthony Stowell, Kimberley, Northfield Road, Tetbury, Gloucestershire GL8 8HE

## Congo needs massive debt relief - now

From Mr David Bryer.

Sir, Swiss government action on Mobutu's deposited millions ("Swiss tell banks to reopen Mobutu probe", December 5) is welcome, but it does beg the question of how the money got there in the first place.

Irresponsible lending by the leading donors to the corrupt Mobutu regime over the last 30 years has left former Zaire with a staggering external debt of \$4bn.

This massive debt jeopardises efforts to rebuild the economy and acts as a significant disincentive for investors.

Thirty years of Mobutu rule has left the new government with the massive task

of rebuilding a shattered economy and a neglected social sector. Swift action to provide debt relief, principally for social spending, could shift millions of dollars to basic health care and education for the Congo's poor.

At present the World Bank's Highly Indebted Poor Country (HIPC) debt initiative would grant debt relief for Congo only in 10 years' time. A swifter and deeper HIPC relief needs to be agreed.

Such debt relief must be contingent upon the government demonstrating commitment to reduce poverty, foster greater respect for human rights and humanitarian

law, and thereby reducing the risk of further conflict.

Ultimately, the responsibility lies with president Kabila to develop plans that will address the problems of his beleaguered nation. However, the international community has an important role in supporting and encouraging development which assists the millions of Congolese who lost their livelihoods through war and misadministration.

David Bryer, director, Oxfam, 274 Banbury Road, Oxford OX2 7DZ

## Korea: get results, or let the chips fall

From Mr Pimm Fox.

Sir, With the seeming about-face by the government of South Korea, it would appear that the IMF, World Bank and the Asia Development Bank have now gone out on a limb.

If South Korea does indeed default on some of its obligations, then will the IMF,

World Bank and ADB just sit idly by?

On the one hand, doctors can't force their patients to take the medicine. But when there is a chance of spreading the contagion - it even sounds dreadful - then rougher measures will have to be sought out.

Is it not time western lead-

ers acknowledged their responsibility in this situation and either deliver some results, or back off and let the chips fall? Investors and taxpayers shouldn't have to hold their breath.

Pimm Fox, 550 Montgomery Street, San Francisco, CA 94111, US

## Mark Suzman on Washington's changing attitude to Africa

A strange word is being heard in the corridors of power in Washington. It has started to crop up whenever administration officials list their foreign policy priorities. Even more striking, for the first time in decades, it is being uttered in conjunction with terms like "trade" and "investment" rather than "crisis".

The word is Africa. And its emergence high on President Bill Clinton's second-term agenda is one of the surprises of an administration often accused of lacking international vision. Confirming the continent's new status, Madeleine Albright has been crisis-crossing central and southern Africa in her first visit as US secretary of state. Next year Mr Clinton himself is planning a trip.

Underlying these travel plans is a vision of a new relationship between the US and a generation of post-Cold War African leaders. Over recent years, new presidents have come to power in Ethiopia, Eritrea, Rwanda, Uganda and elsewhere, all committed to more open economic policies, to new foreign policy patterns and to more democratic regimes. "It is time for the people of the United States to open a new chapter in our relations with the people of this continent," Mrs Albright told the Organisation of African Unity in Addis Ababa.

The US wants to integrate Africa into the global economy, promote democracy and improve the continent's ability to cope with security problems. These aims are familiar. This time, however, improving economic performance - and using trade, not aid, to do so - is seen as a prerequisite for maintaining political stability.

But while the early response has been positive, the US's rhetoric is not being backed up with extra resources. And that has raised concern that the initiative could become merely the latest in a long series of well-intentioned programmes that end up frustrated by the vast scale of the continent's social and economic problems.

"There has been a substantial shift in attitude," says Salih Booker, an Africa specialist at the Council of Foreign Relations, an influential US think-tank. "But while the mindset is changing, the

## A fresh start and fine sentiments



Kabila: the US has high hopes for his new regime in Congo

content of the new policies is very thin."

Still, it is a stark contrast to Mr Clinton's first term. Then the only US involvement of note was his 1993 decision to withdraw the troops George Bush, his predecessor, had sent to war-torn Somalia to restore order and provide humanitarian assistance. A few dead US soldiers soon persuaded the new administration of the folly of direct intervention on a continent of little strategic importance.

Nevertheless, since the election of President Nelson Mandela in South Africa in 1994 closed the door on apartheid - the US's primary African preoccupation of the 1980s - it has closely monitored prospects for change elsewhere. Now the unexpected overthrow of Mobutu Sese Seko, the former dictator of Congo, has opened the possibility for a similar dramatic shift in the fortunes of central Africa. The overthrow has acted as the catalyst for a much sharper US focus on the continent, building on political pressure from the African-American community and a strong personal interest by influential players such as Hillary Clinton, the first lady, and Larry Summers, deputy treasury secretary.

But it remains far from clear whether the trade-weighted economic focus will prove successful. Africa's annual exports to the US are only \$15bn (\$9bn) and more than half of that comes from Nigeria and South Africa. Most African countries lack the capacity even to take full advantage of existing trade concessions, let alone the new ones on offer.

As evidence of their commitment, US officials point to a \$150m fund established last week by the Overseas Private Investment Corporation. There are also plans for a \$500m infrastructure fund. But most of the money has to be raised from the private sector first. Meanwhile, there has been a continued decline in aid: last year the US slashed bilateral assistance to Africa by 17 per cent to slightly more than \$1bn, forcing cuts in social and educational programmes it traditionally sponsors.

Even more problematic, the US has little idea of what to do with unco-operative regional powerhouses like Kenya and Nigeria. And while it hopes Laurent Kabila's new regime in Congo will secure the central African revival, the government is bankrupt, the economy in ruins and the population increasingly restive.

In many ways, US policy in Congo serves as a microcosm of the new approach. There has been a fresh start and lots of fine sentiment. But there has been little new investment and Mrs Albright's offer of aid to the country is only \$10m this year - a tiny fraction of the billions needed just to start repairing roads, railways and communications systems. That has led to scepticism that over whether the US strategy will amount to more than a classic Clinton "feel-good" exercise comprising warm words but few deeds.

Nevertheless, after so many years of neglect there is a feeling that just having the words reverberate through the White House has some positive effect. "The new approach is changing entrenched attitudes and priorities about Africa," says Constance Freeman, director of African Studies at Washington's Center for Strategic and International Studies. "Does it solve Africa's problems? Surely not. But is it worthwhile? Absolutely."

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Monday December 15 1997

## EU extends its embrace

It was always going to take adept diplomacy for the European Union to launch negotiations on extending its membership at the same time as setting up what will, at the start, be a currency union of only some of its members. For the greatest risk of both these endeavours is that they will create new divisions within Europe.

In Luxembourg at the weekend, EU leaders finessed the issue of the rights of those countries outside economic and monetary union (Emu) to a say in the deliberations of those within Emu. But the summit's success on enlargement can only be called partial. In the light of Turkey's frosty reaction to being treated differently from east European candidates.

The compromise over the planned consultation body of countries adopting the euro in 1999 (dubbed euro-zone) until next May when we know exactly how many countries will share the euro) was predictable. It leaves the Emu "ins" free to debate specific issues related to their common currency, but gives the Emu "outs" the right to be consulted on "matters of common interest". Its flaw is the impression about who decides what is of common interest, but this is partly remedied by the reaffirmation of the Ecofin council, grouping all 15 members, as the Union's only formal decision-making body.

Tony Blair, the British prime

minister, was right to complain that the likely Emu "outs" should not be shut out of the formative debates and decisions on the euro which will ultimately affect their own monetary policies. But he could probably have won the same result with several hours less acrimonious debate in Luxembourg. Indeed he may have used up political capital vital to the UK's forthcoming presidency which will oversee the launch of the EU's fifth and biggest-ever enlargement.

Luxembourg largely succeeded in putting some candidates on a faster track without neglecting the others. So all 10 east European candidates get special accession programmes and aid, though only five of them will join Cyprus in the first wave of real negotiations. But Turkey is angry at being invited only to join the 11 other candidates at an annual general "European conference", and on terms that seem to require it to mend its human rights record and territorial quarrels with Greece. Ankara yesterday called the conditions unacceptable and the European conference unimportant.

Without Turkey, the conference makes little sense; its main purpose is to bring Turkey in from the cold, even if not into the EU. But without that conference, Turkey has little prospect of moving closer to Europe. It should take the offer up.

## Microsoft ruling

The US court decision against Microsoft last week will have little practical impact on the company in the short run. It may nonetheless mark a watershed in the company's history - the point at which Microsoft's effective monopoly of personal computer operating systems moves firmly into the ambit of the law.

The judgement imposed an interim ban on Microsoft's plan to require computer makers which bought its Windows 95 operating system also to install the (free) Internet Explorer browser, used to access the World Wide Web. The debate concerns whether the company was breaking an earlier promise to the justice department that it would not require its computer-maker customers to take other Microsoft products.

Microsoft's argument - which the judge found plausible but not necessarily convincing - was that the browser was integrated with the operating system. A clause in the agreement with the justice department expressly permits the company to integrate new features into Windows. A court-appointed expert will now examine the whole question of integration.

In the meantime, Microsoft cannot carry out its plan to force computer makers to take the browser, and it must hastily revise plans for its next generation operating system, Windows 98, in which the browser plays

an important role. Those changes will be inconvenient, but they will scarcely hurt the company. It offered the choice whether or not to take the browser as well as Windows, most computer makers will cheerfully accept this free additional piece of software.

More significant is a paragraph near the end of the judgement: "The probability that Microsoft will not only continue to reinforce its operating system monopoly by its licensing practices, but might also acquire yet another monopoly in the Internet browser market is simply too great to tolerate indefinitely. Those practices should be abandoned until it is conclusively established that they are benign."

With those words, Judge Thomas Penfield Jackson indicated that, in the eyes of the courts, Microsoft's operating system monopoly will be a continuing focus of legal attention, just as IBM's comparable monopoly of the market for big mainframes was in the 1970s. In the end, IBM won most of the cases brought by the government. But fighting them took up huge amounts of the company's time, and constrained its competitive aggression.

For Microsoft, Judge Jackson has raised a similar spectre. Increasingly, Windows will be a product shaped as much by the courts as by its programmers' imaginations.

## Chile's vote

Chileans have every right to be proud of the way they have managed the transition to democracy since 1989, while at the same time strengthening the country's economy. As testimony to their success, witness the resilience of the economy in the face of Thursday's congressional elections and a series of events that have made other economies in Latin America shudder - falling export prices and Asia's currency crisis.

The message from last week's election, though, is that there is no room for complacency. While the centre-left coalition that has run government since 1989 retained its majority in the lower house of Congress, its share of the vote fell and it lost a seat in the senate.

A record number of spoiled ballots and high abstentions, particularly among the young, suggests widespread indifference or disillusionment with government. There were also signs of weakening support for the parties at the centre of the political spectrum.

The Christian Democrats, the axis of the governing coalition, lost ground, as did Renovación Nacional, the more centrist of the two right-wing opposition parties. The right-wing UDI - backers of the former dictator Augusto Pinochet, now head of the armed forces - gained votes,

as did the much smaller Communist party.

Moreover, the government's setback in the senate means that important changes to Gen Pinochet's 1980 constitution are now likely to be postponed until the next century. The constitution currently provides for the appointment of nine non-elected senators, four by the armed forces. Gen Pinochet himself is set to become an appointed senator when he retires as head of the armed forces next year.

Chile will therefore continue for some time to be a democracy in which the head of the armed forces does not report to the president.

The picture would look more secure if the governing coalition had devised an agreed way of choosing a presidential candidate. The danger is that the governing parties will lose popularity and undermine the coherence of the coalition by embarking on acrimonious infighting to nominate the candidate for elections in late 1999.

It would be wrong to overstate the dangers to elected government in Chile. Yet democracy is still recovering from a 17-year dictatorship, and authoritarianism has not been buried. The country's politicians must tread carefully in the coming years so as not to undermine confidence in the democracy that they have so painstakingly helped to rebuild.

## Happy end to a cliff hanger

The monster financial services industry has been caged by a landmark international accord, writes Guy de Jonquières

A s international negotiators crowded the World Trade Organisation headquarters in Geneva early on Saturday, the scene resembled a 19th century opera. There was cliff-hanging suspense, a duel between the protagonists, complex sub-plots and off-stage manoeuvres - and a dramatic denouement just before the final curtain.

But the gathering's theme could not have been more topical. Set against continuing market turmoil in Asia, its purpose was to unleash the forces of global competition in financial services and place them firmly in a multi-lateral framework of legally binding rules and disciplines.

The agreement which finally emerged was hailed by Renato Ruggiero, WTO director-general, as a landmark in the history of trade liberalisation. His rhetoric may be overdone. But by any measure, the deal is an important milestone.

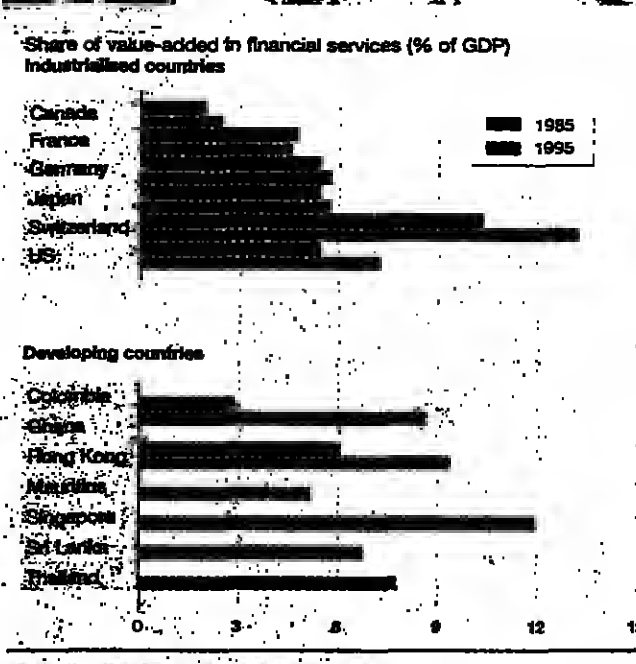
It was made possible only by a clear shift in attitude among developing countries, which comprise the bulk of the more than 70 signatories. In contrast to their warm welcome for inward investment in manufacturing, most have long shunned foreign participation in their banking, insurance and securities markets. The result has been primitive and inefficient financial systems, the shortcomings of which are at the root of Asia's current crisis.

But the agreement signals a widely shared commitment to embrace modernisation, despite often fierce domestic opposition. Admittedly, it was attracted under heavy pressure from the US and European Union, and liberalisation will in many cases be phased in over several years after the agreement enters force in early 1999. Nonetheless, the momentum has been generated for further progress in WTO financial services negotiations, due to start in two years' time.

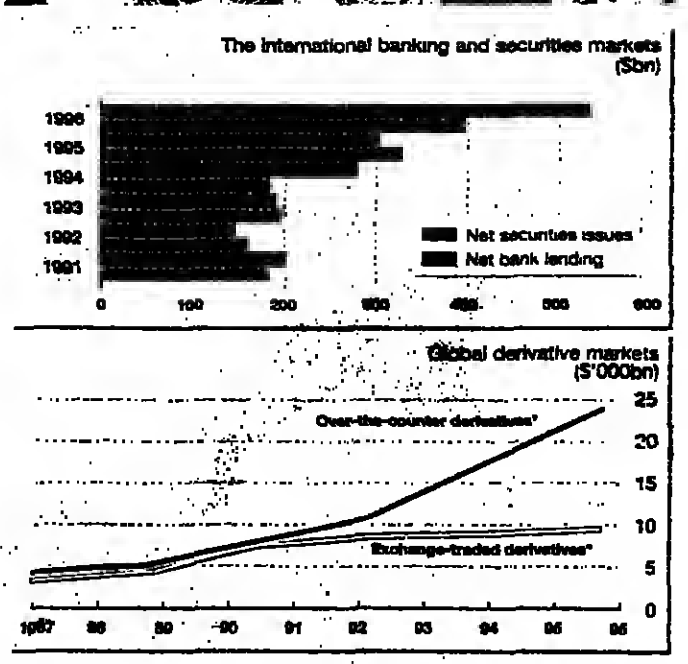
In addition to bolstering financial market confidence, the agreement is a vote of political confidence in the global trade system at a critical moment. The full participation of the US - which was vital to the deal - goes a long way to quell suspicions that it was turning inward after President Bill Clinton's failure last month to win from Congress the "fast track" authority needed to negotiate future trade agreements.

Yet, almost until the last minute, success seemed far from

## Money makes the world go round



Source: Hong Kong Census and statistics department 1997



guaranteed. The US entered the final stages of the negotiations talking tough to other WTO members, but apparently running scared of critics at home. "The Americans seemed to be wetting their pants with anxiety about meeting Congress," one trade official said.

Although the agreement does not require approval by Congress, President Clinton's administration was under strong pressure to appease critics there. After walking away from WTO financial services talks in 1995, saying other countries had not done enough to liberalise, it could not afford to settle for a deal which would expose it to charges that it had failed to stand up for national interests.

Some observers believed the administration was too nervous. Its feet have been held to the fire mainly by Senator Alfonse D'Amato, author of the controversial Iran-Libya Sanctions Act. Mr D'Amato's chairmanship of

the Senate banking committee and New York power base give him undoubted clout. However, some influential members of the House of Representatives were also pushing strongly for an agreement.

Nonetheless, Washington continued to play for time until barely 24 hours before the deadline for concluding the talks. On Thursday, according to trade diplomats, the word came from Robert Rubin, treasury secretary, that the US was ready only to contemplate an agreement limited to three years - an idea first suggested by Senator D'Amato.

But the proposal was flatly rejected by the EU, in a rare display of unanimity, its council of ministers instructed Sir Leon Brittan, trade commissioner, to tell Mr Rubin that it would accept nothing short of a permanent agreement, which committed all WTO members to respecting non-discriminatory trade principles. At about that point,

Washington appears to have concluded that it could not afford the risk that the negotiations would fail. Lawrence Summers, Mr Rubin's deputy, telephoned Mr Ruggiero to say his government was ready to do a deal.

But the US continued to bargain hard right up to the deadline, securing a number of key concessions, notably from Malaysia and Japan. Indeed, its negotiators appeared so determined to continue talking that the EU delegation declared that if no final agreement was reached by 2am on Saturday, its members would walk out and retire to bed.

Impatient as they had become with US delaying antics, the Europeans were priding themselves on carrying the day. "This has been the most extraordinary exercise," said one veteran trade negotiator. "The US has ended up doing what it repeatedly said it did not want to do."

There can be little doubt, however, that Mr Clinton will sell the

deal hard to Congress as a triumph for the US and for free market principles. Although it does not go as far as open markets as some US financial institutions had hoped, he can count on solid lobbying support from heavyweight industry leaders.

Mr Clinton and his senior advisers may also, legitimately, present the agreement as an advertisement for the benefits of multilateral liberalisation. Many critics in Washington have blamed the loss of fast track on the president's failure to win over political and public opinion by taking a strong stand in favour of the advantages of free trade.

This weekend's success in Geneva furnishes him with plenty of arguments. Whether he chooses to use them will be a revealing test of his commitment to launching a renewed campaign to win fast track early next year.

## New rules for a trillion-dollar game

The deal concluded in the early hours of Saturday morning covers more than 95 per cent of the world's multi-trillion dollar financial services market. It involves, on US estimates, \$18,000bn in global securities assets, \$38,000bn in international bank lending and about \$2,500bn in worldwide insurance premiums.

Under the agreement, which will come into force at the beginning of March 1999, 102 countries have pledged to open, to varying degrees, their banking, insurance and securities sectors to foreign competition. In common with other World Trade

Organisation services deals, the accord covers not just cross-border trade but all the ways foreign suppliers can deliver services to a country's market including the establishment of local subsidiaries or branches.

Even more importantly, WTO members have agreed to subject financial services to legally binding fair-trade rules and disciplines. Countries will be able to challenge transgressors in the WTO's dispute settlement system, forcing them to amend their behaviour or face retaliation.

The accord builds on commitments made first in 1993 when the Uruguay Round of global

trade talks came to an end, and then in 1995 after the European Union persuaded more than 40 governments to join an interim deal following a US walk-out.

All 70 participating countries are free to improve their offers before the agreement comes into force, and further WTO negotiations on services, including financial services, are due to start in 2000.

Washington has already said that before the pact takes effect it will press Malaysia to abandon its policy of requiring foreign insurers to divest local shareholdings over 51 per cent. More fruitful may be pressure

on South Korea to go further in guaranteeing in the WTO liberalisation commitments it has already made in joining the Organisation for Economic Co-operation and Development.

Among the highlights of the financial services agreement: ● The US and EU will, with minor restrictions, be fully open to foreign banks, insurance and securities companies. However, the US will not permit Malaysian firms to enter its insurance market unless Malaysia abandons its disinvestment policy for foreign companies such as American International Group (AIG), the big US insurance company.

● Japan has opened its banking and securities markets more widely to foreigners and "multilateralised" its bilateral insurance deal with the US, which sets a timetable for liberalising its domestic insurance market. ● East Asian countries have made important concessions. All except Malaysia have agreed to respect existing foreign investment of up to 100 per cent, while Malaysia will now allow foreign insurers to hold a majority 51 per cent stake in locally-incorporated companies, up from 49 per cent in 1995.

Frances Williams

## OBSERVER

## Fast exit from Zurich

Has Martin Ebner, Switzerland's best-known corporate predator, overreached himself? He's in good shape financially, having made a killing on US's merger with Swiss Bank Corporation. But he has made waves with his move out of Zurich to escape tax on a large part of his 1997 profits.

Ebner, reckoned to be worth around SFr30m, lives in Wilen, in the canton of Schwyz, where local taxes are roughly half those in nearby Zurich. His investment funds, which own the US shares, are based in Wilen, and some months ago he announced that EZ Bank, which handles his trading, would move there in 1998 to save SFr20m-40m a year in taxes.

But the transfer has been put into overdrive and will be completed early. The official line is that an empty office has come available, but Zurich's more upright gnomes note that the different tax rules of the cantons of Zurich and Schwyz mean that EZ Bank will pay tax on 1996 earnings to Zurich this year and next year will pay tax on its 1996 earnings to Schwyz. Neither canton will get any tax from the current year's profits, probably the best in EZ Bank's history. Ebner's move may go down

well with his 30,000 shareholders but Swiss politicians are now talking about introducing a capital profits tax.

## Mercy calling

The road to the White House is strewn with unseemly obstacles. Texas governor George Bush, son of the former president and leading contender for the Republican nomination in 2000, is facing one.

He must decide whether to grant clemency to one of the state's Death Row inmates. Not a tough one, you might think: any Bush presidential bid needs the support of right-wing groups who would see clemency as betrayal. Texas has executed 31 people this year - far more than any other state - and support for capital punishment nationally is running at more than 70 per cent.

But the candidate for the lethal injection is pickaxe murderer Karla Faye Tucker, who would be the first woman executed by Texas since the Civil War, and only the second in the US since the death penalty was restored in 1976.

Like his father, Bush is a conservative with an old-fashioned sense of chivalry. Also, Tucker is a born-again Christian, and even some harder-line conservatives are a trifle squeamish about the case.

Bush might be studying the example of his father's nemesis: at a critical phase of his presidential campaign in 1982, Bill Clinton flew back to Arkansas to approve the execution of a lobotomised prisoner with a mental age of 12. Is Bush made of the same stuff?

## Love non-story

Speaking of presidential hopefuls, a throwaway line in a profile of Al Gore - the man in the wooden mask - briefly sent Washington pundits reeling.

According to Time magazine, the vice president and would-be Democratic candidate for the White House had been schmoozing with reporters on Air Force Two and revealed that the central characters in Love Story, the three-hanky 1970s movie, were based on him and his wife Tipper.

The thought that hunky Ryan O'Neal and doomed girlfriend Ali MacGraw were drawn from the Gore called for urgent reassessment of a man who sometimes appears to have had a personality by-pass. It was faintly plausible - author Erich Segal knew the pair at Harvard - and the Gore camp was in no great hurry to knock down a tale which cast its man in a softer, not to say soppy, new light.

Now Segal's saying that the free-spirited girlfriend wasn't

based on Tipper at all. The hero's personality did include something of young Gore: he was always under pressure to follow in his father's footsteps. But the sensitive stud side came from Gore's college roommate, actor Tommy Lee Jones.

As they said in the movie: "Love means never having to say you're sorry."

## House style

The home of Israel's Prime Minister Benjamin Netanyahu appears to be no less a flashpoint than the country he leads. A fresh exposé of first lady Sara Netanyahu's eccentricities in Israel's most popular daily Yediot Aharonot, paints a picture of domestic strife around the premier.

The report depicts Sara hurling her husband's poorly-polished shoes at the domestic help, and hurling in on him during a magazine interview, ranting at him for being late. The report questions the use of state funds for hair appointments, and to support offices for Sara for which there is no obvious purpose.

The prime minister has attacked the whole thing as a smear campaign and has launched the obligatory leak inquiry. In a bid to hit the paper where it hurts, the first family's subscription has been cancelled.

## Financial Times

## 100 years ago

**Poor Future For Petroleum**  
The motor car is progressing surely if slowly. The man in the street is quite accustomed by now to the sight of an electric cab, and cyclists who have ventured into remote country districts have brought home wonderful tales of motor tricycles. We learn from the Automobile and Horseless Vehicle Journal that the postal authorities have arranged a contract for the regular conveyance of parcel mails between London and Redhill (30km to the south) to commence tomorrow evening. The van to be employed will be on the steam principle. This is a decided smooch for electricity, but the power of the future can well afford to smile at the temporary triumph of its old-fashioned rival, knowing full well that before very long it will drive both steam and petroleum off the public highway.

## 50 years ago

**Russia's New Rouble**  
Russia has announced currency reforms involving the withdrawal of old roubles and the issue of new money, coupled with the abolition of the ration book system, in a decree broadcast by Moscow radio. The exchange of money in circulation will be at the rate of 1 rouble in new money for 10 old roubles.



## Turkey angered by EU conference conditions

By Emma Tucker in Brussels and John Berham in Ankara

The European Union's relations with Turkey ran into fresh difficulties yesterday after Ankara criticised the EU for attaching "unacceptable conditions" to an invitation to attend a pan-European conference next year.

"The EU's attitude is far from constituting a solid and credible base to develop relations with Turkey," the government said.

Mesut Yilmaz, prime minister, appeared to rule out Turkish participation in the conference of present and future EU members to be held in March.

Following a cabinet session, he said: "Turkey's attendance at the EU conference has been made dependent on the fulfilment of conditions. This invitation does not have any importance for us."

The EU issued its invitation at the end of a two-day meeting in Luxembourg in which it

finalised its strategy for admitting up to 12 new members. It was confirmed that detailed negotiations would start with the Czech Republic, Estonia, Hungary, Poland, Slovenia and Cyprus next April. At the same time preparations for membership will start with Bulgaria, Latvia, Lithuania, Romania and Slovakia.

Heads of state agreed Turkey would be treated by the same criteria as other would-be members, but considered in a separate category. A summit communiqué said Turkey would have to meet conditions such as respecting international legal rulings on its territorial disputes with Greece if it wished to take part in next year's European conference. It must show a commitment to peace, security, good-neighbourliness and respect for other countries' sovereignty.

Strengthening links with the EU also depended on Turkey improving its human rights

record and supporting negotiations - under the aegis of the United Nations - for a political settlement in Cyprus.

"Europe does not reject Turkey. We are not a club of Christians. We are a club with high standards," said Jean-Claude Juncker, the Luxembourg prime minister.

EU officials in Ankara said the Turkish government's tough reaction had been caused partly by the exaggerated expectations of Turkish public opinion and by the complexities of coalition politics.

Mr Yilmaz must juggle the interests of three parties in his coalition and lacks a parliamentary majority. The summit did not tackle critical questions that must be addressed before enlargement, such as reform of EU finances - in particular the common agricultural policy - and the cohesion and structural funds.

Editorial Comment, Page 15  
Philip Stephens, Page 14

## BT issues deadline to Deutsche Telekom

By Alan Cane in London

Ron Sommer, chief executive of Deutsche Telekom, may face jail this week if the company fails to deliver important trading information to British Telecommunications about its international joint venture, Global One.

BT has given the German phone operator until Thursday to provide details of Global One's trading returns after a ruling by the Düsseldorf High Court last week in a dispute between the companies. Failure to release the information would be construed as criminal contempt of court, for which Deutsche Telekom's most senior executives could be jailed.

Deutsche Telekom was fined DM50,000 (\$28,090), the maximum penalty under German law, for having failed to provide the data.

The German company said it would comply with the court ruling this week. But the dispute between BT and Deutsche Telekom indicates clearly the problems operators will face as European telecoms markets are opened to full competition on January 1.

BT, which operates in the only completely liberalised European telecoms market, has taken legal action against Telekom Italia, France Telecom, Belgacom in Belgium and KPN in the Netherlands to fight what it sees as unfair tactics by dominant carriers in markets where it intends to compete.

Last week's action stems from a lawsuit against Deutsche Telekom won by BT and Vias, its German partner.

BT complained that Global One, the strategic alliance between Deutsche Telekom, France Telecom and Sprint of the US, breached European competition rules because it had started trading before meeting conditions imposed on it by the European Commission.

The Düsseldorf court, ruling against Deutsche Telekom, said it was liable for costs and damages based on the loss of trading opportunities suffered by BT and its partners as a consequence of Global One's market presence. To calculate these damages, which may be more than \$100m, BT is seeking Global One's trading returns for the period the joint venture was trading outside the rules.

AT&T is at last showing signs of life. Under new chairman Michael Armstrong, the long-distance operator has started putting non-core businesses up for sale. Now it is negotiating to buy Teleport Communications, a local telephone group, for about \$10bn.

Strategically this would make a lot of sense. AT&T's push into the \$100bn US local phone market has become hopelessly bogged down. Rather than build its own network, as long-distance rival MCI is doing, AT&T opted to resell capacity leased from the local Baby Bells. As a result it has been stalled by complicated regulation and Baby Bell foot-dragging. Even now, the company can offer local services in only five of the 50 states. Buying Teleport, the biggest of the new breed of independent local operators, with a presence in 57 large cities, would give AT&T a high-quality network at a stroke.

There is a snag, of course. Teleport is focused on business customers, so AT&T would still need to find a way to serve residential users, particularly as these are the mainstay of its long-distance business and will prove the most vulnerable to poaching once the Baby Bells are allowed into the long-distance market. And for a loss-making company with annual revenues of around \$500m this year, Teleport's estimated \$10bn price looks hugely expensive. Eighteen months ago it would have cost about a third of that. To rescue its local strategy, AT&T probably has little option but to buy Teleport or something like it. But shareholders will pay the price for the previous management's dithering.

## Italian governance

Italy is finally taking action to correct its poor corporate governance record. The current system lets cabals seize control of a company with only a minority of the shares, run it for their own purposes and trample the interests of other investors. Remember the way Mediobanca's allies took power at newly privatised Banca Commerciale Italiana. This is not simply a matter of fairness. Unless Italy cleans up its act, investors will put their savings elsewhere.

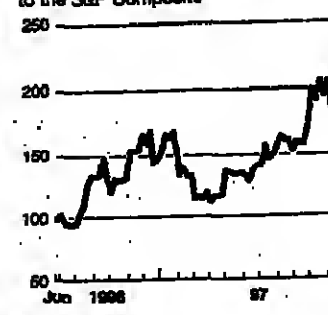
The draft law unveiled last week by the Draghi Commission is a good first step. Not only will minority shareholders have enhanced rights; in future, anybody acquiring 30 per cent of a quoted company will be

## THE LEX COLUMN

## Expensive new line

### Teleport Communications

Share price since flotation relative to the S&P Composite



Source: DataStream/ICI

required to bid for the rest. That said, the proposed legislation could be improved. For example, the minimum level at which a bid would have to be pitched is to be calculated by an extremely complex formula which will not treat all shareholders equally. The new system of proxy voting also contains a weakness: companies themselves will not have the right to collect proxies, meaning they could be at an unfair disadvantage in a proxy battle.

Moreover, the Draghi Commission has tackled only part of Italy's governance problem. Executives also need to be motivated to pursue shareholder value, through stock options, and held accountable by strong, independent directors. Such goals are better pursued through a code of best practice than legislation. Devising one should be the commission's next task.

## German banking

While rival banks in Switzerland, the UK and the US are restructuring vigorously, Germany's banks are mostly stuck in the mud. The latest example of backward thinking comes from the public sector banks. Having lost the intellectual argument over why they should keep their state guarantees, they are resorting to threats against the private sector banks which are arguing for a level playing field.

Unfortunately, the public banks could yet cling to these guarantees - which allow them to borrow money cheaply - because of strong support from the government. Indeed, the government's submission to the European Commission, which is investigating the matter, is so in favour of these banks that it could have been written by their lobbyists. One reason why the savings banks, in particular, enjoy

so much political support is that they have branch networks in small towns and villages. But so do the German Post Bank and the co-operative banks, which do not receive guarantees. Moreover, the Landesbanks, the other type of public bank, do not even have large branch networks but operate increasingly in international financial markets.

Rather than seeking to protect the public banks, central government should be pushing regional governments to raise cash by privatising them. All banks would then play by the same rules. Privatisation would also make it easier for the public banks to participate in the consolidation which will be needed if Germany's banks are to compete effectively worldwide.

## Coats Viyella

Coats Viyella's last two December trading statements produced gloomy but predictable warnings on profits. This week's affair should be much more exciting. Six months into his new job as chief executive, Michael Ost is expected to shed light on his strategic review. With the shares slumping to half the level of early 1996, a headline grabbing announcement about a demerger might well reignite interest. Break-up values would be worked up, no doubt showing totals - for a group with £2.5bn annual sales - well in excess of the current £1.1bn enterprise value.

But how to split the group, and whether this should be the priority, are difficult questions. Look at its portfolio and the least logical element is precision engineering. But it is also the healthiest part and in a sector that Mr Ost knows well. So what about the consumer brands: Jaeger, Viyella and Dorma? Burton attracted a good on-the-day response to its demerger plans. Coats might achieve the same. But if the poorly performing contract clothing business - supplying the likes of Marks and Spencer - went with the brands, the package would be less attractive.

Whatever the potential deals, serious questions remain about Coats. Despite substantial reorganisation costs, profits are disappointing, borrowings rising and dividend cover so thin the payout looks under threat. It is more important for the new management to sort out the underlying performance problems than to come up with a headline grabbing demerger.

## Global pact frees markets

Continued from Page 1

immediately" and over time would enable Asian nations to attract renewed capital inflows.

Sir Leon Brittan, the European Union trade commissioner, called the deal "a triumph for the multilateral system and good for the world economy".

Renate Ruggiero, WTO director-general, said it culminated a "golden year" for the organisation, following agreements to free trade in information technology products and liberalise telecommunications services.

Reluctant east-Asian nations, beset by financial turmoil at home, were brought into the pact after they were persuaded that a deal would help in their attempts to restore stability and investor confidence.

The agreement allows countries to take whatever measures they deem necessary to ensure the integrity of the financial system and high standards of prudential supervision.

Under pressure from the US and Europe, developing countries in Asia and Latin America have made significant concessions to open their markets.

## Fiat's chairmanship in doubt as heir dies

By Paul Betts in Milan

Giovanni Alberto Agnelli, nephew of the Italian industrial patriarch Giovanni Agnelli and designated head of the car company Fiat, died on Saturday from a rare stomach cancer. He was 33.

His death raises a question over the succession at Fiat, Italy's biggest private company. Giovanni Alberto was being groomed to take over the chairmanship, currently held by Cesare Romiti.

As Romano Prodi, Italy's prime minister, and other politicians, union representatives and industrialists expressed their grief, Fiat emphasised it was "business as usual".

However, matters have been clearly complicated for the 100-year old automotive dynasty.

Originally, Umberto Agnelli, Giovanni Alberto's father, was seen as the most likely successor to his elder brother Giovanni, now 76. However, Umberto was opposed by Fiat's other core shareholders, including Mediobanca, the influential Milan bank, and Mr Romiti, formerly Fiat's chief executive.

All the core shareholders

including the family, which owns about 30 per cent of Fiat, approved the choice of Giovanni Alberto. The plan was for him to become deputy chairman under an experienced chairman.

Paolo Fresco, vice-president of the US General Electric conglomerate, who joined the Fiat board, was seen by many as a possible future chairman to take his place.

But Mr Fresco has suggested in recent months he is not interested. Renato Ruggiero, the World Trade Organisation director-general with long-standing links with Fiat, has also been seen as a likely candidate, but his WTO mandate runs until 1999.

The succession problem has become urgent because Mr Romiti, 74, is due to retire as chairman in June.

Giovanni Agnelli sought to calm speculation last summer by saying he had a successor in mind. He refused to name him except to say he would have "a high profile and wide international experience".

As Fiat wrestles with the succession problem, there is a growing view that Mr Romiti will probably be asked to stay an additional year.

## EU faces pressure to delay ban on use of animal parts

Continued from Page 1

a ban and that trade would be distorted if other countries did not follow suit.

Jack Cunningham, UK agriculture minister, said yesterday that if Brussels delayed the SRM ban, he would have

"no hesitation in taking unilateral action" to prohibit imports of beef that did not meet UK standards. He would lay orders in parliament to ensure the ban would take effect from January 1.

The Commission sought a delay after failing to persuade

EU nations to back exemptions to the ban aimed at easing US concerns and ensuring medicine supplies. Brussels officials hope the delay will be approved today or tomorrow at a meeting of farm ministers.

Meanwhile, the US is seeking action on an EU law that

bans the use of tallow, a cattle derivative, in cosmetics. Ray Calamare, a lawyer representing the US meat-rendering industry, said EU scientists acknowledged the ban was unnecessary but many states had implemented the law and this was affecting US exports.

## FT WEATHER GUIDE

### Europe today

Northern Scandinavia will be mild with brisk winds and rain. Southern Scandinavia and north-east Europe will be mostly fine and settled with some sunshine, but it will be very cold with persistent frost and some patchy freezing fog. Western, central and south-east Europe will be dominated by a bitterly cold easterly airflow. This will bring a good deal of cloud and snow flurries, although western France and the Iberian peninsula should stay largely dry and bright. The central and eastern Mediterranean will be unsettled and showery, with a flow of cold air as far south as central Italy and northern Greece.

### Five-day forecast

Western, central and south-east Europe will be dominated by the very cold easterly airflow until midweek, with light snow. Northern Italy may see some heavier snow tomorrow. Later in the week, it will become somewhat warmer as Atlantic fronts move across Europe, although the east will stay frosty.



Situation at midday. Temperatures maximum for day. Forecasts by PA WeatherCentre

### TODAY'S TEMPERATURES

Madrid	5	Berlin	5	Cardiff	5	Frankfurt	5	Madrid	5	Rangoon	33
Abu Dhabi	24	Cebu	24	Chicago	5	Geneva	5	Manila	15	Reykjavik	11
Accra	30	Delhi	30	Cologne	5	Glasgow	5	Moscow	15	Rome	11
Algiers	17	Dubai	21	Dakar	21	Hamburg	5	Mumbai	31	S. Francisco	12
Amsterdam	5	Bogota	21	Dallas	17	Helsinki	5	Montreal	23	Seoul	7
Athens	13	Bombay	31	Dhaka	21	Hong Kong	22	Mexico City	14	Singapore	32
Atlanta	11	Brussels	5	Dubai	21	Honolulu	27	Miami	18	Stockholm	2
B. Aires	22	Budapest	5	Dublin	1	Istanbul	13	Minneapolis	18	Strasbourg	2
Bham	4	Chengdu	1	Edinburgh	12	Jakarta	28	Montreal	14	Sydney	25
Bangkok	33	Cairo	22	Edinburgh	12	Jersey	8	Moscow	15	Taipei	19
Barcelona	13	Casablanca	30	Edinburgh	12	Johannesburg	27	Munich	15	Tokyo	12
						Karachi	28	Nairobi	24	Toronto	3
						Kuala Lumpur	21	Naples	12	Vancouver	8
						La Paz	20	New York	4	Venice	9
						Lima	23	Nice	12	Warsaw	1
						Ljubljana	18	Nicosia	12	Washington	8
						London	8	Oso	1	Wellington	20
						Luxembourg	2	Paris	1	Winnipeg	5
						Lyon	2	Perth	15	Zurich	0
						Madrid	21	Prague	2		

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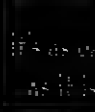
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# FINANCIAL TIMES COMPANIES & MARKETS

Monday December 15 1997

Week 51

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## INSIDE Finnish carrier to challenge SAS



Finnair, the Finnish flag carrier, is planning to challenge the dominance of Scandinavian Airlines System in the Nordic market by developing Stockholm's Arlanda airport as a hub for its international services. "We want to develop Arlanda as our second hub after Helsinki, competing directly with SAS on routes to third countries," said Antti Pöytä (above), Finnair chief executive. The move reflects intensifying competition among Nordic airlines. Page 19

## EMERGING MARKETS Mexico strongest in Latin America

Thanks largely to its quick recovery from the Asia-related turmoil, Mexico has had the strongest stock market in Latin America. The market's gain of 45 per cent so far this year is double the average in Latin America. Page 24

## COMMODITIES Asian upheavals hit diamond sales

Some dealers suggest there is a crisis in the diamond industry and are waiting impatiently to hear what De Beers has to say about the situation this week. Dealers hope that 1997 sales of uncut diamonds might reach a record evaporated with the Asian currency crises. Page 23

## CURRENCIES Focus on the dollar and the yen

The last week before Christmas could be one of the most eventful of the year for foreign exchange markets. With the yen at its lowest against the dollar since 1992, most of the action could involve these currencies. Today, the Bank of Japan publishes its quarterly tankan survey of business sentiment. Even the Japanese authorities now admit that their economy has stagnated, but a particularly gloomy tankan could further dent the yen. Page 23

## INTERNATIONAL BONDS Banks tender for Argentine contract

Six international banks have tendered for a contract to offer Argentina advice on debt. The winning bank will advise on which currencies to choose for new bond issues and whether to opt for fixed or floating rates. Page 24

## MARKETS THIS WEEK Frankfurt

The Bundesbank this week will outline its new money supply target for 1998 at its pre-Christmas meeting. If, as expected, European monetary union goes ahead in 1999, the target will be the central bank's last. Page 23

## New York

All eyes will be on the Federal Reserve Open Market Committee's meeting in Washington tomorrow. The committee will consider if there is a case for raising US interest rates. Page 23

## London

As with New York, the market in London will be looking to the Fed's meeting in Washington. Most analysts expect the Fed to leave interest rates unchanged, in spite of the rapid economic growth of the US. Page 23

## MANDELA STEPS DOWN FROM ANC

Nelson Mandela steps down as African National Congress president at the ANC's 50th annual conference starting tomorrow.

## GENERAL STRIKE IN GREECE

Greek trade unions hold a 24-hour general strike, timed to coincide with a debate in parliament on the 1998 budget.

## OPEN SKIES

Japan and the US will hold their sixth round of sub-cabinet-level talks on aviation, starting today, in Tokyo. The US has been pressing Japan to open its aviation market further but company, raised \$1bn from western banks in the first week of December, in a sign that, even in today's nervous markets, Russia's biggest companies are able to attract substantial foreign credit.

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## KLM expected to beat rivals in race to link with Alitalia

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## KPMG merger set for approval

Plan expected to win US partners' backing

US partners at KPMG and Ernst & Young are this week expected to vote in favour of a global merger at "town hall" meetings across the country as preliminary results from the UK suggest both firms are enjoying strong growth. Ernst & Young's US partners vote tomorrow and KPMG's between tomorrow and Saturday. A spokesman for the firms said they were confident the merger proposals would win the necessary support and detected no dissent. While the ballots are said to be "confidential", some meetings will vote on a show of hands. Most partners are likely to follow senior executives' advice and back the merger, creating the world's largest accountancy firm. It is expected that UK partners and those from other parts of the firms around the world will vote in January and February next year. The firms say they are close to being able to submit formal plans to competition authorities in Brussels. US regulators will also examine the plans. The only concerns voiced in the US over the merger centre on uncertainty over the impact of the "millennium bomb." The merged firm would have a concentration of clients vulnerable to computer program upset when the year changes to 2000. In London today KPMG will announce the first set of preliminary results from a big accountancy firm showing 17 per cent growth in fee income to £725m (£823m) - compared to E&Y's 15 per cent growth to £525m announced in November. Both results are good for the sector. Mr Colin Sharman, chairman designate of the new super-firm and UK senior partner, said KPMG's global fee income is thought to have risen between 10 per cent and 11 per cent over the year. He added that taking into account exchange rate differences "underlying growth" was between 14-15 per cent. KPMG's UK results include £153m from management consulting - up 36 per cent on the same period last year. The merger is seen as a bid to pool investment to take advantage of growth in demand for consulting services from multi-national companies. The preliminary statement said overall profit per partner had risen 24 per cent to £256,000. It is clear that both

## Effects of currency upheavals on individual companies have been felt far and wide

## Shareholders shiver as cold front sweeps in

The cold wind from Asia that blew through US and European stock markets last week has left shareholders in companies such as Electronics for Imaging shivering. EMI, a promising young company with a stock market value of more than \$2bn, dominates the market for software that links printers and copiers to computer networks. But with news on Friday that orders from its main Japanese customers were drying up as capital spending in Asia weakens, the US company's stock plunged more than 60 per cent. High-tech outfits such as the worst of last week's chill, but its effects were evident on share prices far and wide. The world's stock markets have seemingly become huddled to the shocks that buffet the international financial system - the deepening crisis in South Korea has failed to spark the sort of tremors that reverberated through the markets at the end of October. But the effects of all of this on the fortunes of individual companies are being felt. The most direct impact from east Asia has been on those companies that have already seen demand for their products or services in the region shrink. But a longer-term impact is likely to be far more significant, and much more difficult for the stock market to evaluate: the repercussions of the competitive devaluation that has taken hold, which will be felt in markets for goods and services far from the epicentre of the Asian currency upheavals. In terms of weakening demand, the evidence has been growing for some weeks. As far back as October, ABB, the Swiss-Swedish engineering group, disclosed plans for 10,000 job cuts in an \$850m restructuring partly motivated to evaluate the repercussions of the competitive devaluation that has taken hold, which will be felt in markets for goods and services far from the epicentre of the Asian currency upheavals. In terms of weakening demand, the evidence has been growing for some weeks. As far back as October, ABB, the Swiss-Swedish engineering group, disclosed plans for 10,000 job cuts in an \$850m restructuring partly motivated

## There are signs that the stock market is failing to make the finer distinctions when recoiling from Asia's problems

by events in south-east Asia. The most obvious spark to last week's jitters came from Oracle, the US software company, as it reported its latest quarterly earnings. The east Asian countries that have been at the centre of the financial storm account for only a small portion of exports for many developed nations of the west. Yet the prospect of lower sales there has acted as a reality check for some industries where

## Shareholders shiver as cold front sweeps in

share prices have already discounted soaring sales in the years ahead. That has certainly been the case in the high-tech sector - one of the main engines to US growth economic during the 1990s and a powerful engine behind the US bull market. Companies such as Oracle have become used to seeing their sales in the Asia Pacific region increase at an annual rate of at least 80 per cent, far outstripping the US or Europe. Turn this engine off and the growth story on which the stock market valuations of many high-tech companies are based looks less solid. The same effects, although to a lesser degree, have been evident in companies as different as banks - which have made some of their best growth from trading and underwriting securities from the emerging markets - and luxury goods companies. French groups such as LVMH and Christian Dior have seen their shares fall about 40 per cent since June.

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## Yamaichi deal agreed by Core Pacific

by John Riddling and Louise Lucas in Hong Kong

Core Pacific, one of Taiwan's largest securities companies, yesterday announced an agreement to buy the Hong Kong operations of Yamaichi, the failed Japanese broker.

In a further move towards a restructuring of Asia's investment banking industry in response to the financial crises that have shaken the region, Peregrine, the Hong Kong-based investment bank, is due to announce a new shareholder this week.

Core Pacific declined to comment on the financial terms of the Yamaichi deal before a final signing of the agreement, which is expected this week. But the proposed acquisition is an important step in resolving the future of Yamaichi's Asian operations.

The accord is also a significant step in Core Pacific's expansion strategy. Last month, the company became the first Taiwanese investment bank to receive a licence to trade and underwrite shares in China.

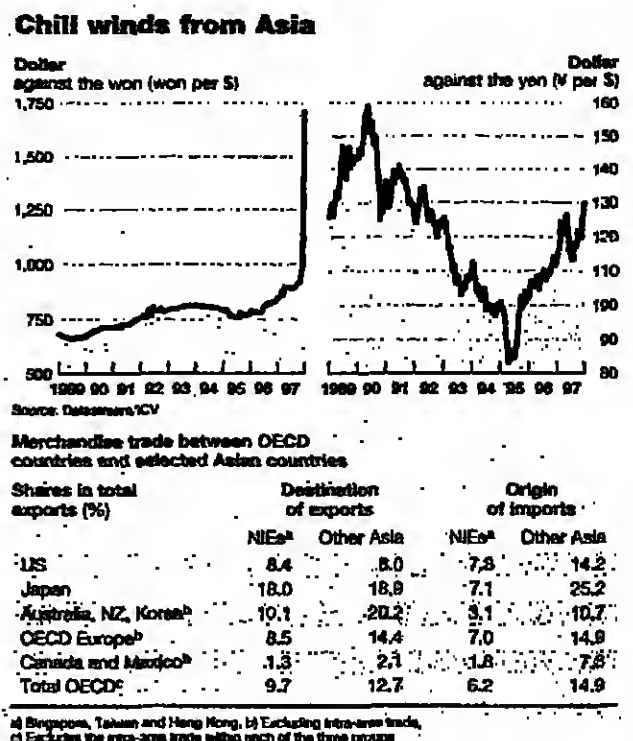
Under the terms of the deal, Core Pacific would acquire all the shares of Yamaichi International (Hong Kong Ltd) and its subsidiaries. Following Yamaichi's move to file for liquidation in Japan, the Hong Kong operations were declared financially sound and legally separate from Yamaichi Securities (Tokyo).

While Core Pacific is expanding, most regional investment banks are seeking to bolster their financial position. Peregrine is expected to announce a new shareholder as early as today, less than a month after the sale of a 24 per cent holding for \$200m to Zurich Group, the Swiss financial services company.

Rival Jardine Fleming is also set to announce up to 20 job cuts.

Peregrine said that it received further inquiries from would-be shareholders following the deal with Zurich Group. On Friday it said that it would seek board approval to issue a further \$100m convertible preference shares to "suitably qualified institutions."

Up to four new investors will each subscribe for about \$25m worth of convertible shares. In spite of the succession of capital increases, Peregrine has dismissed speculation that it faces financial difficulties.



Merchandise trade between OECD countries and selected Asian countries. Shares in total exports (%). Destination of exports. Origin of imports.

	NIET	Other Asia	NIET	Other Asia
US	8.4	8.0	7.8	14.2
Japan	18.0	18.9	7.1	25.2
Australia, NZ, Korea	10.1	20.2	3.1	10.7
OECD Europe	8.5	14.4	5.0	14.9
Canada and Mexico	1.3	2.1	1.8	7.8
Total OECD	9.7	12.7	6.2	14.9

a) Singapore, Taiwan and Hong Kong. b) Excluding intra-Asian trade. c) Excludes the intra-Asia trade within each of the three groups. Source: OECD

## The sky's the limit for airline travellers, courtesy of Collins communications systems for two-way phone calls and faxes.

Rockwell

http://www.rockwell.com

## FT GUIDE TO THE WEEK - full listings Page 36



Japan has resisted a US call for "open skies".

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## COMPANIES AND FINANCE: UK

## Coats Viyella to unveil break-up plans

By Alice Rawsthorn

Coats Viyella, the UK's largest textile and clothing group, is expected this week to unveil proposals to break up its interests.

The break-up package for Coats, which owns one of the world's highest sewing thread manufacturers, as well as the Jaeger and Viyella retail chains, is the

result of a comprehensive review conducted by Michael Ost, since he took over as chief executive last May.

Mr Ost, who joined from McKelvie, the plastics and metal components group, was hired by Sir David Allison, Coats' chairman, with a brief to restructure the group. He told analysts about the strategic review in September when announcing

an unexpectedly steep fall in Coats' interim pre-tax profits.

It is understood that Mr Ost completed the review earlier this month and, after presenting his proposals to the Coats board last week, is now finalising details of the package.

One option for Coats is a demerger, which would be likely to involve splitting the

thread businesses and Dynacast, a precision engineering company, from its other activities, including Jaeger, Viyella, Dorma home textiles and several of Marks and Spencer's clothing suppliers. The rationale for such a split would be that thread and Dynacast are global businesses dealing with large industrial customers. By contrast retailing, home

textiles and clothing are consumer-oriented companies concentrating on the UK and continental European markets.

The thread companies, some of which were acquired by Coats in its bitter takeover battle for the Tootal textile group in 1991, saw operating profits fall in the first half, and face fierce international competition.

Dynacast, however, has expanded aggressively into new products in recent years. Coats' clothing interests were adversely affected in the first half by the strong pound and by disruption following reorganisation. Its retail chains suffered a decline in interim profits.

See Lex

## Cordiant fires starting gun for novices sprint

Alison Smith looks at how the demerged ad group may fare

When Bob Seelert, chief executive of Cordiant, rings the bell on the floor of the New York Stock Exchange this morning he will also be firing the starting pistol for a race between the two groups into which Cordiant is being split.

Today is the first day of trading in shares of the demerged advertising and marketing group. For every two Cordiant shares that investors held at the close on Friday, they will receive one share in advertising group Saatchi & Saatchi, and one in Cordiant Communications Group which is based on Cordiant's Bates Worldwide agency.

Since the deal was announced in April, Cordiant shares have been in the doldrums and closed at 110p on Friday.

The value of the two new companies is likely to be higher than that but may be obscured in initial trading. Investors which have been

holding Cordiant as a medium-sized stock, are likely to sell out of the two smaller groups.

But even after any short-term turbulence, it is not clear which of the two groups will be more highly valued.

Media analysts at Panmure Gordon believe that the intrinsic value of CCG is higher than that of Saatchi, and the ranges that SBC Warburg Dillon Read forecast in the autumn for the two groups suggested a slightly higher price for CCG. The group is generally reckoned to have more to gain from the split, and is also seen as the more likely takeover target. At Merrill Lynch, however, the view slightly favours Saatchi & Saatchi.

But whichever of the two groups moves ahead, today's trading draws the final line under the group built up during the 1990s by the Saatchi brothers. The decision of

Cordiant as the holding company that its separate elements would do better without it contrasts sharply with the approach adopted by WPP, the world's largest marketing services group.

Martin Sorrell, WPP chief executive, sees the role of the holding company as going beyond that adopted by Interpublic or Omnicom. He says it should add value not just through human resources, property, procurement and information technology, but also through practice development as different subsidiaries are encouraged to co-operate. Most recently that has been shown in the creation of MindShare from the media operations of the group's two advertising agencies, Ogilvy & Mather and J Walter Thompson.

While Mr Sorrell calls WPP a "parent company" rather than a holding company, a more vivid image of the group comes from an



Bob Seelert ringing bell at stock exchange

analyst who describes him as a lion-tamer keeping the creative lions in check.

The role of the holding company in creating economies to help improve margins is straightforward. There are more questions about how far WPP can foster joint working among its different operations without

the individual companies losing their independence.

Even so, WPP and its tame lions offer an alternative model to that presented by Cordiant, and give both the former Cordiant agencies a reminder that whatever the competition between them, they are in more than a two-horse race.

## Falklands explorer aims for £10m

By Virginia Marsh

Desire Petroleum, the company formed to explore for oil and gas off the Falkland Islands, is planning to come to aim in February. It hopes to raise £7m-£10m, with up to £3.5m of this coming from existing shareholders whose investments are partly paid.

Colin Phipps, executive chairman, said extra funds were needed as the company and its partners were preparing to begin drilling. The Falkland Islands are seen as among the world's last potentially large, unexplored oil provinces. Exploration was held up by Argentina's seizure of the islands in 1982.

Desire - named after the vessel that discovered the islands in the 16th century - was one of the most successful bidders in the first licensing round held last year, securing interests in the equivalent of 30 North Sea blocks.

It has a 25 per cent interest in tranches C and D which are operated by Lasso, the UK independent, and has 100 per cent of tranches I and L which are together equivalent to 18 North Sea blocks.

Amerasia Hess, the operator on tranche A, is expected to drill the area's first well in March or April, followed by Lasso on tranche C in May or June.

Detailed seismic work has already been done on C and D and Mr Phipps said the results were very encouraging, showing structures similar to those of large North Sea fields.

Analysts expect the company - whose flotation is being arranged by Société Générale - to raise the funds it needs without difficulty but say any investment would be highly speculative.

"They've got everything to prove. All there is so far is some seismic," said Alan Marshall of Robert Fleming Securities.

Considerable investment in infrastructure would also be needed, given the islands' remoteness. There is also expected to be significant opposition from environmental groups.

## Standard Life increases new business by 20%

By Christopher Brown-Humes

Standard Life, Europe's biggest mutual life and pensions company, has opened the industry's new business reporting season on a strong note, by announcing record figures for its latest financial year.

Strong consumer confidence helped the group achieve a 17 per cent rise in total UK new business to £2.3bn. Total worldwide new business was 20 per cent higher at £3.3bn.

The figures for the year to November 15 show the company maintaining a rebound from a low in 1995 - when the whole industry had a dismal year - although business grew less briskly than last year.

Other companies will also announce good figures over the coming weeks, but Standard Life clearly grew faster than the market. It expects to have increased its share of the life and pensions mar-

ket from 6 to 6.9 per cent, and its share of the independent financial advisers market from 10.6 to 11.7 per cent. The company said increased consumer confidence on the back of a stronger housing market, lower unemployment and building-society windfalls had helped its performance.

Alan Maxwell, general manager, said: "Customers are feeling more confident about spending money on long-term savings, particularly in the south of England."

He was particularly pleased by the 44 per cent growth in its regular premium business to £272.4m, excluding unit trusts and peeps. "This is good-quality business which will repeat year after year."

Lump-sum business rose at a slower 13 per cent to £1.5bn, partly because the group had no plans to demutualise and those hoping for windfall bonuses would be disappointed.

well in the individual pensions market, with regular premiums up 69 per cent to £154.6m and single premiums up 38 per cent to £989.4m. Although the pensions mis-selling scandal continues to spawn newspaper headlines, it is not deterring people from planning for their retirement, Mr Maxwell said.

Standard's "effective" UK premium income - an industry measure combining annual premiums with 10 per cent of single premiums - was £59.1m, up 30 per cent from last year.

The group has seen a modest amount of carpetbagging, prompted by hopes that it might demutualise. "We've seen an increase in people taking out £10 a month with-profit policies and we get the odd request for 200 applications in a single batch," said Mr Maxwell, but he stressed the group had no plans to demutualise and those hoping for windfall bonuses would be disappointed.

## Liberty faces fresh hostilities

By Robert Wright

The first meeting of the new board at Liberty today is expected to see a renewal of the hostilities at the luxury London department store.

The board will be meeting for the first time with two dissident shareholder representatives, Brian Myerson, a South African investor, and Odile Griffith, financial adviser to the immediate Stewart-Liberty family, as members. The dissidents were elected on Thursday at an extraordinary meeting at which Denis Cassidy, chairman, was removed.

The dissidents are expected to express anger at today's meeting over the appointment of Andrew Garey, finance director and company secretary, as chairman in Mr Cassidy's place.

Mr Myerson, who holds 16.9 per cent of Liberty's shares, and Miss Griffith, whose clients hold 27.1 per cent, could threaten to oppose Mr Garey's appoint-

ment as far as another egm. In the run-up to Thursday's egm, the dissidents had said they would appoint an independent chairman in Mr Cassidy's place.

The situation threatens a deadlock between the two sides of the board. The board appears content to vote down proposals made by the dissidents if it opposes them. The dissidents, however, can call an egm on any point they wish to push through because they would be almost certain to win.

Mr Garey was appointed by the remaining four board members after the egm votes were counted but before the dissidents were given a say on the appointment. He said he is keen to avoid further confrontation with the shareholder representatives.

Plans for a £48m redevelopment of the Regent Street store are also likely to be up for discussion at today's meeting. The dissidents have opposed spending such a large sum on the building.

Results

Atos

## Atos Announces Fiscal Year 1997 Results

A Successful Merger and an Increase in Proforma Net Income of More Than 200%

Atos, which was created from the merger of Sligos and Axime, is one of Europe's leading information technology services companies, with more than 8,700 employees in 11 countries.

Paris, France, December 11, 1997 - Atos announced today that its Supervisory Board has approved the accounts which were closed by the Executive Board for the period ended September 30, 1997.

During fiscal year 1997, proforma sales rose by 19.4%. Organic growth in continuing businesses, driven principally by the outsourcing and professional services/systems integration businesses, accounted for 6.4%, and acquisitions, mainly of ADP-GSI's outstaffing business, represented 13.3%. Proforma operating margin increased to 8.1% from 5.7% and proforma net margin improved to 2.9% from 1.1%.

The results confirm that Atos' operations have been effectively integrated. The four core businesses have been successfully aligned with its legal structures, a new marketing and sales organization is in place to serve large accounts, cost reduction programs are well underway, certain non-strategic assets have been sold, and a new corporate identity has been created.

In 1998, Atos plans to grow its operations in Europe and improve profitability. Bernard Bourgeaud, Chairman of the Executive Board and Chief Executive Officer of Atos said, "These results were driven by the hard work and strong dedication of Atos' 8742 employees. Atos is well prepared to meet its European expansion objectives given its prestigious and long-standing client base, a 70% recurrent revenue stream, strong skills in providing network services, a proven ability to integrate acquired companies, and a unique position in the market where we provide a comprehensive customer relation offering to help our clients manage and provide better service to their customers."

Financial Highlights (in millions of French francs)	Proforma Consolidated* 12 months ending			Reported Consolidated** Period ending	
	Sept. 30, 1997	Sept. 30, 1996	Increase	Sept. 30, 1997	June 30, 1996
Sales	FF 6,244	FF 5,231	19.4%	FF 5,743	FF 2,107
Operating income	503	300	68%	451	217
Net income before goodwill	271	139	95%	268	170
Net income	182	60	206%	176	135
Earnings per share (FF)					
■ Before goodwill	26.0	13.5		25.7	32.5
■ After goodwill	17.4	5.8		16.9	25.8

\* Proforma consolidated figures include Sligos and Axime results for the respective 12 month fiscal year period (October 1 to September 30), excluding results from divestitures of Axime Ingeniere (Axime's professional services business) and Solab (Sligos' smart card manufacturing business), and including the results from companies acquired since October 1, 1996.

\*\* Reported consolidated figures for the period ending September 30, 1997, include Axime results over the fifteen months from July 1, 1996 to September 30, 1997 and Sligos and ADP-GSI outsourcing results over the nine months from January 1, 1997 to September 30, 1997. Figures for the period ending June 30, 1996 include Axime results over 12 months.

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Consult Atos' web site: <http://www.atos-group.com>

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## COMPANIES AND FINANCE

## Delay to bid for AGF under fire

By Andrew Jack in Paris

The head of France's self-regulatory stock market authority has criticised the rules that have frozen the FF55bn (\$8.26bn) hostile takeover bid for the insurer AGF by Generali, its Italian rival.

René de La Serre, chairman of the Conseil des Marchés Financiers (CMF) and a director of the bank Crédit Commercial de France, said the period of three months granted to the government to approve take-

overs in the insurance sector was "not adapted to the rules of the market".

His comments came as investors continued to wait for Dominique Strauss-Kahn, the economics, finance and industry minister who oversees insurance regulation, to determine whether the Generali bid announced in mid-October is valid.

The delay gave more time to AGF to search for "white knights", and ultimately to unveil an alternative deal in mid-November that would give 51 per cent control of

the company to Allianz of Germany. Allianz's offer must also be approved by the government.

Mr Strauss-Kahn has repeatedly denied that the delay was motivated by political concerns, in the wake of a backlash in France from the left and right alike towards takeovers by foreign companies. The minister stressed the hold-up was purely technical, reflecting the complexity of the bid.

Without specifically discussing the Generali case, Mr de La Serre said opera-

tors in the financial markets had expressed their concern to the government and called for the delays to be shortened in the future.

A number of observers believe the government will give the green light to the Generali bid in the next few days. The subsequent delay before any decision is made on the rival Allianz offer will be closely watched, to see whether similar complications hold up a judgement.

The rules by which the CMF operates mean that Generali's offer cannot open

until the government gives its approval. Equally, the CMF is legally not allowed to examine the Allianz bid to see whether it complies with stock market rules.

Generali has the option of increasing its original offer following the Allianz bid, although many believe it is more likely to attempt an arrangement such as acquiring AMB in Germany - in which both AGF and Allianz have stakes. It is also keen to take control of Athina, a French insurer to be acquired by AGF.

## TRW to form new telecoms division

By Peter Marsh in Cleveland

TRW, the US space and defence company, is setting up a new telecommunications division in an effort to step up its transfer of military technologies to the commercial sector.

The company hopes its new communications division, which will use technologies initially developed for top secret military satellites, will gain revenues of up to \$4bn a year within a decade.

The division, to be formed within a month, will have as its main products a range of hardware aimed at operators of commercial telecommunications satellites and suppliers of ground-based communication equipment.

TRW already sells to makers of mobile telephone handsets, such as Motorola and Ericsson, ultra-fast semiconductor chips based on gallium arsenide that it developed for digital processing jobs on defence satellites, such as the Pentagon's Milstar telecoms spacecraft.

Peter Hellman, TRW's president and chief operating officer said in an interview that sales of these chips for commercial use should reach \$50m next year and \$100m in 1999.

TRW could offer its expertise on telecommunication technologies related to satellites either alone or in partnership with existing makers of commercial spacecraft, such as Hughes Aerospace of the US and Matra of France.

Besides its defence and space-related activities, TRW gains annual sales of roughly \$7bn a year from automotive components, of which it is the world's fourth biggest supplier, leaving aside operations of the big car companies.

Mr Hellman said one of the company's biggest challenges is to find ways of transferring military related technologies from the company's space division to the automotive sector.

## INTERNATIONAL NEWS DIGEST

## France Telecom in KPN cable deal

KPN, the Dutch post and telecommunications utility, has sold its domestic interests in cable television to France Telecom following the insistence of The Hague that it cut its involvement in the sector if the unit, Casema, was to be awarded a telephony licence. The company is also talking to potential buyers for its cable operations in France, the UK, Germany, Poland and the Czech Republic.

According to KPN, the Casema deal is worth F11.7bn (\$850.8m), or F11.550 per subscriber. France Telecom, however, put the purchase price at F1905m while saying it would invest F1700m over 10 years. Rabobank, the large Dutch co-operative institution, is to take a 5 per cent stake. Philips, the electronics group, last week completed the sale of its half share in UPC, another Dutch cable provider, to United International Holdings, its former partner. That F1850m deal, involving 14 countries, was worth an estimated F11.725 a connection.

Gordon Cramb, Amsterdam

## POLAND

## Hyundai in ZSC joint venture

Hyundai, the Korean industrial conglomerate is to invest up to DM220m (\$124m) together with Sobieslaw Zasada Centrum (ZSC), a listed Polish carmaker, in local production and assembly of the Korean company's small Atos car.

The joint venture with ZSC, in which the Polish company will have a majority stake, will represent Hyundai locally as it seeks to break into a market which is currently dominated by Daewoo, its Korean arch rival, as well as Fiat and Adam Opel, the GM subsidiary.

Under plans announced by ZSC, the venture hopes to be assembling 25,000 Atos cars annually within two years at Starachowice, a ZSC-owned truck plant in central Poland. ZSC assembles vans for Mercedes and has received a government permit to assemble vehicles for Hyundai which enables the Korean company to avoid car import duties.

Meanwhile Daewoo, which is committed to investments worth over \$1bn in Poland's car industry has threatened to limit its involvement if Hyundai is allowed to go ahead with its car assembly plans in Poland.

Christopher Bobinski, Warsaw

## HONG KONG

## CNAC offer 18 subscribed

China National Aviation Company Limited (CNAC) said yesterday its HK\$613m (US\$79m) Hong Kong initial public offering of shares was 17 times oversubscribed.

The announcement confirmed estimates by lead managers Peregrine Capital Ltd on Friday. Yesterday, CNAC announced in a statement that subscriptions were 18 times the number of shares initially available.

The company issued 375.92m shares at HK\$1.63 per share. Market analysts believe the shares are poised for moderate gains at their debut on Wednesday. CNAC is the Hong Kong arm of China National Aviation Corp, which is controlled by China's regulatory authority for aviation, the Civil Aviation Administration of China.

The company has a 43.29 per cent stake in Hong Kong Dragon Airlines Ltd and owns 40 per cent of Jardine Airport Services Ltd. It also invests in property.

Reuters, Hong Kong

## Siam City fails to raise funds

By Ted Bardacke in Bangkok

Siam City Bank, the medium-sized Thai commercial bank, said it had failed to raise Bt3bn (\$67m) from existing shareholders. The failure could jeopardise a deal that would see ING Bank taking a 10 per cent stake in the Thai institution.

Siam City had planned to raise Bt3bn from existing shareholders, through a rights issue designed to ensure its stability under a mountain of bad debt. Brokers Jardine Fleming estimates the bank's non-performing loans will peak at 29 per cent of total loans by end-1998.

The bank declined to say how many of the 300m new shares for existing shareholders had been purchased, but noted that their Bt10 price was higher than the market price of Bt9.8 on the November 12 subscription date. The shares have since fallen to Bt5.6.

Last month ING Bank agreed in principle to purchase a 10 per cent stake in Siam City. Asahi Bank of Japan and the Asian Development Bank have also been looking at taking a stake in the bank but those deals were likely to have been dependent on Siam City raising sufficient capital from existing shareholders.

## Finnair to develop Arlanda

By Tim Burt in Stockholm

Finnair, the Finnish flag carrier, is planning to challenge the dominance of Scandinavian Airlines System in the Nordic market by developing Stockholm's Arlanda airport as a hub for its international services.

The airline, which already serves eight international destinations from Stockholm, is seeking further slots to increase its network from the Swedish capital.

Finnair's ambitions reflect intensifying competition among Nordic airlines, which have seen their market dominance eroded by deregulation of the region's airline industry and the arrival of low-cost carriers.

"We want to develop Arlanda as our second hub after Helsinki, competing directly with SAS on routes to third countries," said Antti Potila, Finnair chief executive.



Finnair's Antti Potila: challenging the dominance of SAS

In an interview with the Financial Times, he also vowed to challenge SAS's role in the so-called Star Alliance - comprising Lufthansa, United Airlines, Air Canada, Thai Airways and Varig - by forging an alliance with British Airways.

The two carriers have already begun talks on pooling their marketing and fre-

quent flier programmes in northern Europe.

Mr Potila said deregulation had sharply increased Finnair's passenger traffic between Sweden and third countries. Passenger numbers on such flights now equal those carried on its Helsinki-Stockholm route.

"We have won 15 per cent of the scheduled interna-

tional traffic out of Stockholm and we want to increase that further," Mr Potila added.

The expansion strategy has been drawn up following a financial revival at Finnair, which reported pre-tax profits up from FM233.5m to FM572.2m on increased sales of FM44bn (FM3.67bn) in the first six months of the year.

As part of the carrier's growth, Mr Potila said it was considering acquiring an additional MD-11 long haul jet, while replacing its ageing McDonnell Douglas short-haul fleet with new Airbus aircraft.

SAS has responded to growing competition by increasing flight frequencies.

Jan Stenberg, SAS chief executive, has told investors that the airline was also considering opening new routes to Finnish provincial towns to combat the threat from Finnair.

## KNP replaces chairman Frank de Wit

By Gordon Cramb in Amsterdam

KNP BT, the Dutch packaging and distribution group, has installed an interim chairman after Frank de Wit left following an apparent boardroom coup.

The move comes less than a month after Mr de Wit,

who has led the group only since spring 1996, concluded the F11.5bn (\$751m) sale of its paper making division to Sappi of South Africa. Klaas de Kluis, a former vice-chairman and currently a non-executive director, is "temporarily" to take charge.

The supervisory board said that "in connection with the sale of the paper

production activities of KNP Leykam and the resulting substantial alteration of the group structure, a change in the management of KNP BT is required".

The decision was made "in consultation" with Mr de Wit, who would oversee the transfer of Leykam to Sappi and represent KNP BT on Sappi's board.

The deal left the group with a 20 per cent stake in Sappi, its main surviving link to a paper making industry which had been its original core business.

KNP BT shares substantially underperformed the Amsterdam market during the term of Mr de Wit, which was marked by confusing signals over strategy.

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## ORDERS OF COURT AND NOTICES OF SCHEME MEETINGS

As set out in the document sent to shareholders of Beatrix Mines Limited, Kloof Gold Mining Company Limited and Oryx Gold Holdings Limited on 15 December 1997

## ORDER OF COURT

First Court

Case number 97/033260

IN THE HIGH COURT OF SOUTH AFRICA  
(WITWATERSRAND LOCAL DIVISION)

Before the Honourable Mr Justice Schwartzman

In the ex parte application -

Beatrix Mines Limited

(Registration number 770313806)  
(Incorporated in the Republic of South Africa)

Applicant

HAVING HEARD Counsel for the Applicant, and having read the application -

IT IS ORDERED THAT -

- a meeting (the "scheme meeting") in terms of section 31(1) of the Companies Act (Act 61 of 1973), as amended ("the Act"), of the ordinary shareholders of the Applicant registered as such at the close of business on the day (excluding Saturdays, Sundays and public holidays) immediately preceding the date of the scheme meeting (the "scheme meeting"), be convened by the chairman referred to in paragraph 2 of this Order ("the chairman") who shall fix the date, time and place thereof, for the purpose of considering and, if deemed fit, agreeing to, with or without modification, the scheme of arrangement ("the scheme") proposed by Gold Shelf One Limited (Registration number 97/1996106) ("Goldco") between the Applicant and its ordinary shareholders registered as such on the record date of the scheme;
- PHILIP JURGENS BOTHA, a partner in Puzosman Rabinowitz - Raphaeli Weiner, attorneys or, failing him, such other independent attorney or advocate nominated by Edward Nathan & Friedland Inc, be and is hereby appointed as chairman of the scheme meeting;
- this Order of Court and a notice convening the scheme meeting be published by the chairman once in each of the Government Gazette, Business Day, Beeld, The Sunday Times and the London Financial Times, at least 21 (twenty-one) days before the date of the scheme meeting. The said notice shall state -
  - that the scheme meeting has been convened in terms of this Order;
  - the time and venue of the scheme meeting;
  - that the scheme meeting has been convened in consideration and, if deemed fit, agree in the scheme with or without modification;
  - that a copy of this Order, the scheme and the explanatory statement in terms of section 31(2)(1) of the Act may be inspected during normal working hours at any time prior to the scheme meeting, at the office of the chairman, at the registered office of the Applicant, 6 Holland Street, Johannesburg, 2001, and at the Applicant's London office, 1-3 Strand, London, WC2N 5HA; and
  - that a copy of this Order and the explanatory statement in terms of section 31(2)(1) of the Act may be obtained free of charge on request by any scheme member at the times and places mentioned in paragraph 3.4;
- copies of -
  - the scheme and the explanatory statement in terms of section 31(2)(1) of the Act substantially in the form of Annexure PR2 of the notice of motion under case number 97/033260 (the "notice of motion");
  - the notice convening the scheme meeting in the form of the applicable attachment to Annexure PR2 in the notice of motion;
  - the proxy form to be used at the scheme meeting in the form of the applicable attachment to Annexure PR2 in the notice of motion; and
  - this Order of Court,
 be sent by the Applicant by registered post to least 21 (twenty-one) days before the date of the scheme meeting to each of the shareholders of the Applicant at their addresses as reflected in the Applicant's register of members to the close of business on a date not more than 4 (four) calendar days before the date of such posting;
- a copy of -
  - the scheme and the explanatory statement in terms of section 31(2)(1) of the Act in the form of Annexure PR2 to the notice of motion;
  - the notice convening the scheme meeting in the form of the applicable attachment to Annexure PR2 to the notice of motion;
  - a proxy form in the form of the applicable attachment to Annexure PR2 to the notice of motion; and
  - this Order of Court,
 shall lie for inspection to and be obtained free of charge from the registered office of the Applicant and the Applicant's office in the United Kingdom at the times and places mentioned in paragraph 3.4 for at least 2 (two) weeks prior to the date of the scheme meeting;
- the chairman of the scheme meeting shall report by way of affidavit the results of the scheme meeting to this Honourable Court on Tuesday, 27 January 1998 at 10:00 or so soon thereafter as Counsel may be heard;
- the report required by this Honourable Court from the chairman of the scheme meeting shall, to the extent that same is applicable, comply with the requirements of Section FE of the Practice Manual of this Honourable Court;
- the chairman of the scheme meeting shall make available (and the notice of the scheme meeting which is published and sent to the shareholders of the Applicant shall include a statement that it will be so available) a copy of the chairman's report to this Honourable Court, free of charge to any scheme member on request, from Thursday, 22 January 1998; and
- any scheme member wishing to vote by proxy should tender a proxy in the form of the applicable attachment to Annexure PR2 to the notice of motion.

By Order of Court

REGISTRAR

EDWARD NATHAN &amp; FRIEDLAND INC

4th Floor, The Forum  
2 Maude Street  
Sandton, 2196  
(PO Box 783347, Sandton, 2146)  
Telephone: (011) 269-7600  
Fax: (011) 269-7899  
DX70, Johannesburg  
Ref: K W Joskowicz  
c/o 17th Floor, Sandtoncentrum  
206/214 Jeppe Street  
PO Box 3370  
Johannesburg, 2000/2001

## ORDER OF COURT

First Court

Case number 97/033258

IN THE HIGH COURT OF SOUTH AFRICA  
(WITWATERSRAND LOCAL DIVISION)

Before the Honourable Mr Justice Schwartzman

In the ex parte application -

Kloof Gold Mining Company Limited

(Registration number 64046206)  
(Incorporated in the Republic of South Africa)

Applicant

HAVING HEARD Counsel for the Applicant, and having read the application -

IT IS ORDERED THAT -

- a meeting (the "scheme meeting") in terms of section 31(1) of the Companies Act (Act 61 of 1973), as amended ("the Act"), of the ordinary shareholders of the Applicant registered as such at the close of business on the day (excluding Saturdays, Sundays and public holidays) immediately preceding the date of the scheme meeting (the "scheme meeting"), be convened by the chairman referred to in paragraph 2 of this Order ("the chairman") who shall fix the date, time and place thereof, for the purpose of considering and, if deemed fit, agreeing to, with or without modification, the scheme of arrangement ("the scheme") proposed by Gold Shelf One Limited (Registration number 97/1996106) ("Goldco") between the Applicant and its ordinary shareholders registered as such on the record date of the scheme;
- PHILIP JURGENS BOTHA, a partner in Puzosman Rabinowitz - Raphaeli Weiner, attorneys or, failing him, such other independent attorney or advocate nominated by Edward Nathan & Friedland Inc, be and is hereby appointed as chairman of the scheme meeting;
- this Order of Court and a notice convening the scheme meeting be published by the chairman once in each of the Government Gazette, Business Day, Beeld, The Sunday Times and the London Financial Times, at least 21 (twenty-one) days before the date of the scheme meeting. The said notice shall state -
  - that the scheme meeting has been convened in terms of this Order;
  - the time and venue of the scheme meeting;
  - that the scheme meeting has been convened in consideration and, if deemed fit, agree in the scheme with or without modification;
  - that a copy of this Order, the scheme and the explanatory statement in terms of section 31(2)(1) of the Act may be inspected during normal working hours at any time prior to the scheme meeting, in the office of the chairman, at the registered office of the Applicant, 75 Fox Street, Johannesburg, 2001 and at the Applicant's London office, Greencoat House, Francis Street, London SW1P 1DH; and
  - that a copy of this Order and the explanatory statement in terms of section 31(2)(1) of the Act may be obtained free of charge on request by any scheme member at the times and places mentioned in paragraph 3.4;
- copies of -
  - the scheme and the explanatory statement in terms of section 31(2)(1) of the Act substantially in the form of Annexure JGH2 of the notice of motion under case number 97/033258 (the "notice of motion");
  - the notice convening the scheme meeting in the form of the applicable attachment to Annexure JGH2 to the notice of motion;
  - the proxy form to be used at the scheme meeting in the form of the applicable attachment to Annexure JGH2 to the notice of motion; and
  - this Order of Court,
 be sent by the Applicant by registered post to least 21 (twenty-one) days before the date of the scheme meeting to each of the shareholders of the Applicant at their addresses as reflected in the Applicant's register of members at the close of business on a date not more than 4 (four) calendar days before the date of such posting;
- a copy of -
  - the scheme and the explanatory statement in terms of section 31(2)(1) of the Act in the form of Annexure JGH2 to the notice of motion;
  - the notice convening the scheme meeting in the form of the applicable attachment to Annexure JGH2 to the notice of motion;
  - a proxy form in the form of the applicable attachment to Annexure JGH2 to the notice of motion; and
  - this Order of Court,
 shall lie for inspection to and be obtained free of charge from the registered office of the Applicant and the Applicant's office in the United Kingdom at the times and places mentioned in paragraph 3.4 for at least 2 (two) weeks prior to the date of the scheme meeting;
- the chairman of the scheme meeting shall report by way of affidavit the results of the scheme meeting to this Honourable Court on Tuesday, 27 January 1998 at 10:00 or so soon thereafter as Counsel may be heard;
- the report required by this Honourable Court from the chairman of the scheme meeting shall, to the extent that same is applicable, comply with the requirements of Section FE of the Practice Manual of this Honourable Court;
- the chairman of the scheme meeting shall make available (and the notice of the scheme meeting which is published and sent to the shareholders of the Applicant shall include a statement that it will be so available) a copy of the chairman's report to this Honourable Court, free of charge to any scheme member on request, from Thursday, 22 January 1998; and
- any scheme member wishing to vote by proxy should tender a proxy in the form of the applicable attachment to Annexure JGH2 to the notice of motion.

By Order of Court

REGISTRAR

EDWARD NATHAN &amp; FRIEDLAND INC

4th Floor, The Forum  
2 Maude Street  
Sandton, 2196  
(PO Box 783347, Sandton, 2146)  
Telephone: (011) 269-7600  
Fax: (011) 269-7899  
DX70, Johannesburg  
Ref: K W Joskowicz  
c/o 17th Floor, Sandtoncentrum  
206/214 Jeppe Street  
PO Box 3370  
Johannesburg, 2000/2001

Case number 97/033260

IN THE HIGH COURT OF SOUTH AFRICA  
(WITWATERSRAND LOCAL DIVISION)

In the ex parte application of

Beatrix Mines Limited

(Registration number 770313806)  
(Incorporated in the Republic of South Africa)

Applicant

## NOTICE OF SCHEME MEETING

NOTICE IS HEREBY GIVEN THAT, in terms of an Order of Court dated 11 December 1997 in the above matter, the High Court of South Africa (Witwatersrand Local Division) ("the Court") has ordered in accordance with the provisions of section 31(1) of the Companies Act, 1973, that a meeting ("the scheme meeting") of ordinary shareholders of the Applicant registered as such at the close of business on Monday, 12 January 1998 (the "scheme meeting") be convened under the chairmanship of Philip Jurgens Botha or, failing him, such other independent attorney or advocate nominated by Edward Nathan & Friedland Inc, for the purpose of considering and, if deemed fit, agreeing to, with or without modification, the scheme of arrangement ("the scheme") proposed by Gold Shelf One Limited ("Goldco") between the Applicant and the holders of its issued shares ("scheme shares").

The scheme meeting will be held at 11:00 (or as soon thereafter as the general meeting of New Wits Limited shareholders convened to be held at 10:30 at the same venue and the same date has been concluded or adjourned) on Tuesday, 13 January 1998, at 75 Fox Street, Johannesburg, South Africa.

A copy of the scheme, the explanatory statement in terms of section 31(2)(1) of the Companies Act, 1973, explaining the scheme, the notice convening the scheme meeting, the proxy form and the Order of Court convening the scheme meeting, are contained in the document of which this notice forms part and copies may, on request by any scheme member, during normal working hours be inspected at or obtained free of charge from the registered office of the Applicant, 6 Holland Street, Johannesburg, 2001, South Africa or at the Applicant's London office, 1-3 Strand, London WC2N 5HA, and at the chairman's office, being 7th Floor, Alliance House, 33 Baker Street, Rosebank, South Africa.

Each scheme member is entitled to attend, speak and to vote at the scheme meeting and is entitled to appoint one or more proxies (who need not be shareholders of the Applicant) in attendance, speak and vote in his stead.

The necessary proxy form (shown) is attached to and forms part of this document. Additional proxy forms may be obtained on request from the registered office of the Applicant and its office in the United Kingdom, as set out above.

Each signed proxy form must be lodged with or sent to the transfer secretaries, Gold Fields of South Africa Limited, 75 Fox Street, Johannesburg, 2001, South Africa (PO Box 61595, Marshalltown, 2107, South Africa) or Gold Fields Corporate Services Limited, Greencoat House, Francis Street, London SW1P 1DH to be received by not later than 11:00 on Monday, 12 January 1998 or handed to the chairman of the scheme meeting not later than 10 (ten) minutes before the time for which the scheme meeting is convened.

Where there are joint holders of scheme shares, any one of such persons may vote at the scheme meeting in respect of such shares as if he were the sole holder thereof, but if more than one of such joint holders be present or represented at the scheme meeting, that one of the said joint holders whose name appears first in the Applicant's share register as the joint holder of such shares or his proxy, as the case may be, shall be entitled to vote in respect thereof as if he were the sole holder of such shares.

In terms of the Order of Court dated Thursday, 11 December 1997, the chairman of the scheme meeting will report the results thereof to the above Honourable Court at 10:00 or so soon thereafter as Counsel may be heard, on Tuesday, 27 January 1998. A copy of the chairman's report to the Court will be available on request (free of charge) to any scheme member, at the chairman's office, the registered office of the Applicant and at the Applicant's office in the United Kingdom, at the time and place mentioned above from Thursday, 22 January 1998.

The scheme is subject to the fulfilment of certain conditions precedent stated in the scheme, one of such conditions being its sanction by the above Honourable Court.

Philip Jurgens Botha  
Chairman of the scheme meeting

Attorneys to the scheme

EDWARD NATHAN &amp; FRIEDLAND INC

4th Floor, The Forum  
2 Maude Street  
Sandton, 2196  
(PO Box 783347, Sandton, 2146)  
Telephone: (011) 269-7600  
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DX70, Johannesburg  
Ref: K W Joskowicz  
c/o 17th Floor, Sandtoncentrum  
206/214 Jeppe Street  
PO Box 3370  
Johannesburg, 2000/2001

Case number 97/033258

IN THE HIGH COURT OF SOUTH AFRICA  
(WITWATERSRAND LOCAL DIVISION)

In the ex parte application of

Kloof Gold Mining Company Limited

(Registration number 64046206)  
(Incorporated in the Republic of South Africa)

Applicant

## NOTICE OF SCHEME MEETING

NOTICE IS HEREBY GIVEN THAT, in terms of an Order of Court dated 11 December 1997 in the above matter, the High Court of South Africa (Witwatersrand Local Division) ("the Court") has ordered in accordance with the provisions of section 31(1) of the Companies Act, 1973, that a meeting ("the scheme meeting") of ordinary shareholders of the Applicant registered as such at the close of business on Monday, 12 January 1998 (the "scheme meeting") be convened under the chairmanship of Philip Jurgens Botha or, failing him, such other independent attorney or advocate nominated by Edward Nathan & Friedland Inc, for the purpose of considering and, if deemed fit, agreeing to, with or without modification, the scheme of arrangement ("the scheme") proposed by Gold Shelf One Limited ("Goldco") between the Applicant and the holders of its issued shares ("scheme shares").

The scheme meeting will be held at 11:45 (or as soon thereafter as the scheme meeting of Beatrix Mines Limited shareholders convened to be held at 11:00 at the same venue and the same date has been concluded or adjourned) on Tuesday, 13 January 1998, at 75 Fox Street, Johannesburg, South Africa.

A copy of the scheme, the explanatory statement in terms of section 31(2)(1) of the Companies Act, 1973, explaining the scheme, the notice convening the scheme meeting, the proxy form and the Order of Court convening the scheme meeting, are contained in the document of which this notice forms part and copies may, on request by any scheme member, during normal working hours be inspected at or obtained free of charge from the registered office of the Applicant, 75 Fox Street, Johannesburg, 2001, South Africa, or at the Applicant's London office, Greencoat House, Francis Street, London SW1P 1DH, and at the chairman's office, being 11th Floor, Alliance House, 33 Baker Street, Rosebank, South Africa.

Each scheme member is entitled to attend, speak and to vote at the scheme meeting and is entitled to appoint one or more proxies (who need not be shareholders of the Applicant) in attendance, speak and vote in his stead.

The necessary proxy form (shown) is attached to and forms part of this document. Additional proxy forms may be obtained on request from the registered office of the Applicant and its office in the United Kingdom as set out above.

Each signed proxy form must be lodged with or sent to the transfer secretaries, Gold Fields of South Africa Limited, 75 Fox Street, Johannesburg, 2001, South Africa (PO Box 61595, Marshalltown, 2107, South Africa) or Gold Fields Corporate Services Limited, Greencoat House, Francis Street, London SW1P 1DH to be received by not later than 11:45 on Monday, 12 January 1998 or handed to the chairman of the scheme meeting not later than 10 (ten) minutes before the time for which the scheme meeting is convened.

Where there are joint holders of scheme shares, any one of such persons may vote at the scheme meeting in respect of such shares as if he were the sole holder thereof, but if more than one of such joint holders be present or represented at the scheme meeting, that one of the said joint holders whose name appears first in the Applicant's share register as the joint holder of such shares or his proxy, as the case may be, shall be entitled to vote in respect thereof as if he were the sole holder of such shares.

In terms of the Order of Court dated Thursday, 11 December 1997, the chairman of the scheme meeting will report the results thereof to the above Honourable Court at 10:00 or so soon thereafter as Counsel may be heard, on Tuesday, 27 January 1998. A copy of the chairman's report to the Court will be available on request (free of charge) to any scheme member, at the chairman's office, the registered office of the Applicant and the Applicant's office in the United Kingdom, at the time and place mentioned above from Thursday, 22 January 1998.

The scheme is subject to the fulfilment of certain conditions precedent stated in the scheme, one of such conditions being its sanction by the above Honourable Court.

Philip Jurgens Botha  
Chairman of the scheme meeting

Attorneys to the scheme

EDWARD NATHAN &amp; FRIEDLAND INC

4th Floor, The Forum  
2 Maude Street  
Sandton, 2196  
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DX70, Johannesburg  
Ref: K W Joskowicz  
c/o 17th Floor, Sandtoncentrum  
206/214 Jeppe Street  
PO Box 3370  
Johannesburg, 2000/2001



## ORDER OF COURT AND NOTICE OF SCHEME MEETING

As set out in the document sent to shareholders of Oryx Gold Mining Limited, Kioot Gold Mining Company Limited and Oryx Gold Holdings Limited on 15 December 1997

## ORDER OF COURT

First Court

Case number 97/033259

IN THE HIGH COURT OF SOUTH AFRICA  
(WITWATERSRAND LOCAL DIVISION)

Before the Honourable Mr Justice Schwartzman

In the ex parte application -

Oryx Gold Holdings Limited

(Registration number 69/01900/06)

(Incorporated in the Republic of South Africa)

Applicant

HAVING HEARD Counsel for the Applicant, and having read the application -

IT IS ORDERED THAT -

1. a meeting (the "scheme meeting") in terms of section 311(1) of the Companies Act (Act 61 of 1973), as amended ("the Act"), of the ordinary shareholders of the Applicant registered as such at the close of business on the day (excluding Saturdays, Sundays and public holidays) immediately preceding the date of the scheme meeting (the "scheme members"), be convened by the chairman of the scheme meeting in terms of paragraph 2 of this Order ("the chairman") who shall fix the date, time and place thereof, for the purpose of considering and, if deemed fit, agreeing to, with or without modification, the scheme of arrangement ("the scheme") proposed by Gold Shelf One Limited (Registration number 97/1996/06) ("Goldco") between the Applicant and its ordinary shareholders registered as such on the record date of the scheme;
2. PHILIP JURGENSE BOTHA, a partner in FROSTEN RABINOWITZ - Rappaport Weiner attorneys or, failing him, such other independent attorney or advocate nominated by Edward Nathan & Friedland Inc, be and is hereby appointed as chairman of the scheme meeting;
3. this Order of Court and a notice convening the scheme meeting be published by the chairman once in each of the Government Gazette, Business Day, Beeld and The Sunday Times at least 21 (twenty-one) days before the date of the scheme meeting. The said notice shall state:
  - 3.1 that the scheme meeting has been convened in terms of this Order;
  - 3.2 the time and venue of the scheme meeting;
  - 3.3 that the scheme meeting has been convened to consider and, if deemed fit, agree in the scheme with or without modification;
  - 3.4 that a copy of this Order, the scheme and the explanatory statement in terms of section 312(1) of the Act may be inspected during normal working hours at any time prior to the scheme meeting, at the office of the chairman and at the registered office of the Applicant, 6 Holland Street, Johannesburg, 2001; and
  - 3.5 that a copy of this Order and the explanatory statement in terms of section 312(1) of the Act may be obtained free of charge on request by any scheme member at the times and places mentioned in paragraph 3.4;
4. copies of -
  - 4.1 the scheme and the explanatory statement in terms of section 312(1) of the Act substantially in the form of Annexure PR2 of the notice of motion under case number 97/033259 (the "notice of motion");
  - 4.2 the notice convening the scheme meeting in the form of the applicable attachment to Annexure PR2 to the notice of motion;
  - 4.3 the proxy form to be used at the scheme meeting in the form of the applicable attachment to Annexure PR2 in the notice of motion; and
  - 4.4 this Order of Court,
 be sent by the Applicant by registered post at least 21 (twenty-one) days before the date of the scheme meeting to each of the shareholders of the Applicant at their addresses as reflected in the Applicant's register of members at the close of business on a date not more than 4 (four) calendar days before the date of such posting;
5. a copy of -
  - 5.1 the scheme and the explanatory statement in terms of section 312(1) of the Act in the form of Annexure PR2 to the notice of motion;
  - 5.2 the notice convening the scheme meeting in the form of the applicable attachment to Annexure PR2 to the notice of motion;
  - 5.3 a proxy form in the form of the applicable attachment to Annexure PR2 to the notice of motion; and
  - 5.4 this Order of Court,
 shall lie for inspection at and be obtained free of charge from the registered office of the Applicant at the times and places mentioned in paragraph 3.4 for at least 2 (two) weeks prior to the date of the scheme meeting;
6. the chairman of the scheme meeting shall report by way of affidavit the results of the scheme meeting to this Honourable Court on Tuesday, 27 January 1998 at 10:00 or as soon thereafter as Counsel may be heard;
7. the report required by this Honourable Court from the chairman of the scheme meeting shall, to the extent that same is applicable, comply with the requirements of Section FE of the Practice Manual of this Honourable Court;
8. the chairman of the scheme meeting shall make available (and the notice of the scheme meeting which is published and sent to the shareholders of the Applicant shall include a statement that it will be so available) a copy of the chairman's report to this Honourable Court, free of charge to any scheme member on request, from Tuesday, 22 January 1998; and
9. any scheme member wishing to vote by proxy should tender a proxy in the form of the applicable attachment to Annexure PR2 to the notice of motion.

By Order of Court

REGISTRAR

EDWARD NATHAN & FRIEDLAND INC  
4th Floor, The Forum  
2 Maude Street  
Sandton, 2196  
(PO Box 783347, Sandton, 2146)  
Telephone: (011) 269-7600  
Fax: (011) 269-7899  
DX70, Johannesburg  
Ref: K. W. Jorgensen  
c/o 17th Floor, Sanlamcentrum  
206/214 Jeppe Street  
PO Box 3370  
Johannesburg, 2000/2001

Case number 97/033259

IN THE HIGH COURT OF SOUTH AFRICA  
(WITWATERSRAND LOCAL DIVISION)

In the ex parte application of

Oryx Gold Holdings Limited

(Registration number 69/01900/06)

(Incorporated in the Republic of South Africa)

Applicant

## NOTICE OF SCHEME MEETING

NOTICE IS HEREBY GIVEN THAT, in terms of an Order of Court dated 11 December 1997 in the above matter, the High Court of South Africa (Witwatersrand Local Division) ("the Court") has ordered in accordance with the provisions of section 311 of the Companies Act, 1973, that a meeting ("the scheme meeting") of ordinary shareholders of the Applicant registered as such at the close of business of Monday, 12 January 1998 (the "scheme members") be convened under the chairmanship of Philip Jurgense Botha or, failing him, such other independent attorney or advocate nominated by Edward Nathan & Friedland Inc, for the purpose of considering and, if deemed fit, agreeing to, with or without modification, the scheme of arrangement ("the scheme") proposed by Gold Shelf One Limited ("Goldco") between the Applicant and the holders of its issued shares ("scheme shares").

The scheme meeting will be held at 12:30 (or as soon thereafter as the scheme meeting of Kloof Gold Mining Company Limited shareholders convened in be held at 11:45 at the same venue and the same date has been concluded or adjourned) on Tuesday, 13 January 1998, at 75 Fox Street, Johannesburg, South Africa.

A copy of the scheme, the explanatory statement in terms of section 312(1) of the Companies Act, 1973, explaining the scheme, the notice convening the scheme meeting, the proxy form and the Order of Court convening the scheme meeting, are contained in the document of which this notice forms part and copies may, on request by any scheme member, during normal working hours be inspected at or obtained free of charge from the registered office of the Applicant, 6 Holland Street, Johannesburg, 2001, South Africa and at the chairman's office, being 11th Floor, Allianz House, 33 Baker Street, Rosebank, South Africa.

Each scheme member is entitled to attend, speak and to vote at the scheme meeting and is entitled to appoint one or more proxies (who need not be shareholders of the Applicant) to attend, speak and vote in his stead.

The necessary proxy form (orange) is attached to and forms part of this document. Additional proxy forms may be obtained on request from the registered office of the Applicant as set out above.

Each signed proxy form must be lodged with or sent in the transfer secretaries, Gold Fields of South Africa Limited, 75 Fox Street, Johannesburg, 2001, South Africa (PO Box 61595, Sandton, 2107, South Africa) to be received by not later than 12:30 on Monday, 12 January 1998 or handed to the chairman of the scheme meeting not later than 10 (ten) minutes before the time for which the scheme meeting is convened.

Where there are joint holders of scheme shares, any one of such persons may vote at the scheme meeting in respect of such shares as if he were the sole holder thereof, but if more than one of such joint holders be present or represented at the scheme meeting, that one of the said joint holders whose name appears first in the Applicant's share register as the joint holder of such shares or his proxy, as the case may be, shall be entitled to vote in respect thereof as if he were the sole holder of such shares.

In terms of the Order of Court dated Thursday, 11 December 1997, the chairman of the scheme meeting will report the results thereof to the above Honourable Court at 10:00 or as soon thereafter as Counsel may be heard, on Tuesday, 27 January 1998. A copy of the chairman's report to the Court will be available on request (free of charge) to any scheme member, at the chairman's office, the registered office of the Applicant, at the time and place mentioned above from Thursday, 22 January 1998.

The scheme is subject to the fulfilment of certain conditions precedent stated to the scheme, one of such conditions being its sanction by the above Honourable Court.

Philip Jurgense Botha  
Chairman of the scheme meeting

Attorneys to the scheme

EDWARD NATHAN & FRIEDLAND INC  
4th Floor, The Forum  
2 Maude Street  
Sandton, 2196  
(PO Box 783347, Sandton, 2146)  
Telephone: (011) 269-7600  
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c/o 17th Floor, Sanlamcentrum  
206/214 Jeppe Street  
PO Box 3370  
Johannesburg, 2000/2001

## COMPANIES AND FINANCE

## Christie's meets on SBC bid

By Robert Wright

The board of Christie's International, the auctioneers, met yesterday to decide whether to pursue talks with SBC Warburg Dillon Read, the merchant bank, on a potential takeover offer of more than £500m (\$826m) from the bank.

The board was not expected to produce an early decision on the offer, which would see Christie's become a private company owned by wealthy individual investors.

Christie's announced on Wednesday it had reopened discussions with a bidder, which it did not name. The talks had been reopened following an improved offer with a view to making a recommended offer to shareholders.

It became clear yesterday that SBC Warburg Dillon Read, a subsidiary of Swiss Bank Corporation, had made the approach with a view to taking Christie's private.

Christie's is currently quoted in London, while Sotheby's, its main rival, is quoted in New York. The bank would recruit wealthy private investors to buy



Christie's: considering a bid for itself

shares in the auctioneer in a scheme devised by Brian Keelan, one of the bank's senior corporate financiers. Joe Lewis, the Bahamas-based businessman who owns 29.31 per cent of Christie's International, does not appear to be directly involved in the scheme. However, he appears to have been kept informed and is expected to become one of the largest shareholders in the private entity.

SBC Warburg would retain a stake in the private company and would market the auctioneer's services to its private banking clients.

The figure of more than £500m quoted for the bid would be in line with Christie's £531m market capitalisation at Friday's closing share price of 300p but a big premium to its £407m capitalisation two weeks ago, before bid speculation sent the shares higher.

Christie's share price, which has fallen as low as 218p this year, had been hit by fears that market turmoil in south-east Asia could have hit the wealthy buyers on whom auctioneers rely.

Auctioneers generally have also been hit by the increasing risks of running high-quality auctions. Executors of wills now frequently ask auction houses to compete in underwriting large sales, leaving the houses potentially exposed to heavy losses.

SBC Warburg's involvement might give Christie's greater financial muscle in underwriting sales. A wealthy ownership syndicate would also be more ready to take the risks involved in underwriting than the board of a public company.

Christie's made pre-tax profits of £23.9m on turnover of £227m in 1996. It made £19m pre-tax on sales of £123m in the half-year to June 30. The £36m sale of the art collection of Victor and Sally Ganz in New York is expected to be one factor in giving Christie's sales of £1.2bn this year, ahead of Sotheby's.

## Nippon Steel move in Brazil

By Michio Nakamoto in Tokyo

Nippon Steel, Japan's largest steelmaker, and Usiminas, the Brazilian steelmaker in which Nippon Steel has held a minority stake since its foundation in 1962, are to set up a joint venture in Brazil to produce steel for vehicle bodies.

The new joint venture company, to be capitalised at \$60m, will be 60 per cent owned by Usiminas and 40 per cent by Nippon Steel. A production line will be established alongside an existing Usiminas facility in Ipatinga, 300 km north of Rio de Janeiro, with capacity to produce 400,000 tonnes of hot-dip coated steel sheets a year, beginning in late 1999.

The deal, which involves total investment of \$200m, is aimed at supplying a growing number of vehicle makers in South America, particularly Brazil, with high-grade steel products. The companies said they would also aim to supply Japanese makers of household electrical goods operating in the country.

The investment in Brazil comes at a difficult time for Nippon Steel. Demand at home has weakened and is expected to deteriorate further as the Japanese economy slows down amid growing uncertainty after a series of financial failures.

The Japanese vehicle industry, faced with a sharp fall in domestic demand, is likely to adjust production, public works spending is set to decline and the uncertainty affecting consumer spending is expected to affect housing starts.

Meanwhile, Nippon Steel has also been adversely affected by the downturn in Asian markets in the midst of the Asian currency crises.

As a result of these factors, analysts expect inventory adjustments to last for some time. The steel sector has seen share prices fall sharply this year on concern of the impact of a further slowdown in Japan.

Nippon Steel's shares have more than halved from ¥392 on May 7 to ¥191 at Friday's close.

## Robert Fleming is favourite to buy UCB

By Jonathan Ford

Robert Fleming has emerged as the leading contender to buy a controlling stake in Russia's fifth largest stockbroker as it seeks to diversify away from its traditional focus on Asian emerging markets.

The UK investment bank is in talks to buy United City Bank, a Moscow brokerage founded two years ago, from its 51 per cent shareholder, London-based emerging market specialist, MC-BBL.

A number of banks are understood to have been looking at UCB since it was put up for sale last month, including two other leading contenders - UBS of Switzerland and US investment bank Merrill Lynch.

Fleming declined to comment but the deal, which would be completed early next year, would represent a big step for the bank in building up its eastern European investment banking operations.

Fleming has fewer than 100 employees in the region, mostly in Poland and Hungary, although it has been building a presence in Russia since last year. This compares with about 100 staff in Latin America and some 3,900 at Jardine Fleming in Asia.

The need to diversify away from dependence on Asia has intensified over the last two years as the region's equity markets have sagged.

Jardine Fleming's contribution to group profits has declined from around a third two years ago to just 16 per cent in the first half of 1997.

In Russia, Fleming has established offices in Moscow, Yekaterinburg and Chelyabinsk, and has also recently entered into a joint venture with a local bank, Guta, to market mutual funds to Russian savers.

UCB was set up two years ago and has grown to be the fifth largest Russian broker, measured in terms of volumes traded through the

RTS trading system. By this measure, it is larger than Brunswick, the broker with which Warburg agreed a joint venture in July.

It was put up for sale after ING of the Netherlands announced a takeover bid for MC-BBL's 51 per cent parent, Banque Bruxelles Lambert, last month.

Through its ING Barings unit, ING already has a substantial broking presence in Russia. UCB employs about 100 people in Moscow, including highly regarded market strategist, Christopher Granville. It has assets of around \$20m and is profitable according to MC-BBL.

However, UCB is up for sale at a difficult time for the Russian market. After rising by 195 per cent in the first nine months of the year, the RTS index was badly hit by the global shake-out at the end of October. From its peak of 571.66 on October 6, the index has since fallen by more than 35 per cent.

## Coelba consortium wins bid for stake in Cosern

By Jonathan Wheatley in São Paulo

A consortium led by Coelba, a Brazilian electricity utility controlled by Iberdrola of Spain, paid R\$576.4m (US\$606m) for a 78 per cent stake in Cosern, the distributor owned by the state of Rio Grande do Norte in north-eastern Brazil.

The winning bid represents a premium of 73.6 per cent to the minimum price and is a further demonstration of the strong interest among local and foreign investors in the fast-moving privatisation of Brazil's electricity industry. It beat rival bids from consortia including Houston Power and CMS, both of the US, which offered R\$413.4m and R\$411.1m, respectively.

"The bid was high if you compare it with the others, but the fact that they were low is more a reflection of the global shortage of funds than of Cosern's value," said Gustavo Gattass of Icaru, a Rio de Janeiro investment bank. "The price paid was a fair one. Rio Grande do Norte is a very interesting state with lots of industrial growth ahead."

The state is one of several in the region that have attracted industrial investment away from southern Brazil, due to a combination of fiscal incentives, cheap labour and a growing local market.

Mr Gattass said some companies had delayed announcing investments in the state because of a shortage of electricity. This would be rectified in part by the construction of two supply lines bringing power from outside the state, coming on stream in 1998 and 1999. Cosern also plans to build a natural gas-fired power station.

Coelba consortium wins bid for stake in Cosern

of electricity utilities sold this year to eight, generating receipts of R\$7.63bn. Analysts expect total revenues from electricity privatisation to reach \$45bn by the end of the decade.

In addition to Iberdrola, foreign utilities active in Brazilian electricity include Chilectra of Chile, Endesa of Spain, Electricité de France, Houston Power, CMS Energy and AES of the US.

In a separate development, Eduardo Azeredo, governor of Minas Gerais, said the state would not, after all, privatise its electricity company, Cemig. The state sold 32.9 per cent of Cemig's voting stock in April to Southern Electric of the US for R\$1.13bn, and had been expected to complete privatisation next year. The decision was based on Cemig's importance as an agent of social development, Mr Azeredo said.

Cosern brings the number

## Fidelity to invest more in Japan

By Gillian Tett in Tokyo

Fidelity, the world's largest mutual fund investor, expects Japan to become its biggest global market outside the US in the future.

In particular, the country's planned Big Bang deregulation could leave the company managing funds in Japan of between \$60bn and \$100bn in the next decade, predicted Roger Servison, managing director of Fidelity's worldwide operations.

"At present we have about \$40bn under management in Europe, which is our biggest non-US market, but we think it will be bigger in Japan in the future," he said.

Fidelity's move comes amid growing expectations that the financial turmoil in Japan will prompt a shift in its savings pattern towards new types of investment, such as the mutual funds that many foreign groups want to introduce.

The comments come as Fidelity, which manages \$600bn worldwide, is preparing a "multi-million" dollar investment in Japan, as part of an aggressive attempt to build a US-style mutual fund business in the country.

Last week the company bought a large plot of land in the Tochi area of Japan, which will be used as the future site of operations. It is also rapidly expanding its workforce, currently some 130. It has also recently started pilot schemes to sell mutual funds through the country's banks, which will soon be permitted to sell these funds after Big Bang.

The moves by Fidelity are a striking indication of the growing faith major foreign companies have in Japan's Big Bang deregulation plans. Fidelity's moves are likely to attract particular attention because it has hitherto not made any serious attempt to penetrate the Japanese market on a large scale, in spite of its size.

In contrast to other US and European companies, for example, Fidelity has not established any alliances with Japanese partners, and its Japanese fund management operations - currently some \$2bn - are smaller than some rivals.

That the market cycle in Japan is finally turning.

"Our view is that we are pretty near the bottom of the market in Japan," he says.

However, the recent financial scandals and collapses in Japan could accelerate a shift in the country's estimated ¥1,200,000bn (\$9,200bn) pool of savings, he added. "The events of the last few months have made it easier for foreign groups to enter the market because there is nervousness about local institutions."

In the last few weeks Fidelity's own high-yield bond fund in Japan had almost trebled to \$165m, apparently as a result of this shift, he added.

Nevertheless, Mr Servison admitted that sustaining this sudden surge might not be easy. "There is a risk that expectations of the Japanese are too high... they are expecting miracles from these foreign firms."

Another is Fidelity's belief



エマーシブマーケット  
および資本市場での  
専門金融機関  
ING BARINGS

# FINANCIAL TIMES MARKETS THIS WEEK

At Home in Emerging  
and Capital Markets  
ING BARINGS

Global investor/ Peter Martin

## Bordering on a superleague

Fed up with worrying about Asia? Relax: today's column is an Asia-free zone. Instead, it addresses a hard-to-formulate but central issue: how investors should view multinational companies in an era of genuinely open borders.

Let's start with a paradox. Conglomerates have recently fallen into disfavour on the grounds that they provide a form of inefficient diversification. By acquiring and managing subsidiaries in a wide range of businesses, conglomerate managers are expensively duplicating the portfolio diversification that investors can cheaply and quickly obtain for themselves.

This has become conventional wisdom. Yet the same arguments could be applied to multinational companies. In a world of easy access to

foreign equity markets, surely investors could diversify their global exposure more efficiently through portfolio investment than by relying on cumbersome managerial bureaucracies to achieve the same end? This view has not become conventional wisdom. Indeed, global companies are the vogue. Is there something inherently different about geographical diversification and business diversification?

There are a number of reasons why that might be so, to be explored in a moment. But the question of why investors dislike horizontally diversified companies but welcome internationally diversified ones none the less sheds a revealing light on the nature of the global investment decision.

First, the reasons why

diversifying by geography is different from diversifying by business. There may be economies of scale – or at least of expertise – in the former case which do not apply in the latter. Deep knowledge of technology, product markets and distribution may be transferable across national borders, in a way which confers competitive advantage on the company concerned. Although conglomerate managers like IIT's Harold Genseen used to argue that managerial knowledge could usefully be transferred between unrelated businesses, it is generally believed that the potential advantage is outweighed by the costs of co-ordination.

The only exception is in very difficult political and economic environments, where access to scarce man-

agerial resources or to political favours may be valuable across a range of businesses. A second reason why investors may be willing to pay company managements to do their geographical diversification for them is that it is cheaper than doing it themselves. Cross-border investment is still much more expensive than domestic investment, because of the information costs of understanding and dealing in foreign financial markets. Still, those costs are coming down all the time.

You would expect to find, therefore, that those investors most confident of their ability to operate internationally would be reluctant to bear the cost of international diversification by companies that cannot claim strong cross-border econo-

mies of scale or expertise. This perhaps explains the apparent mistrust by UK institutional investors – long used to buying foreign shares – of global expansion plans by mid- or low-tech British companies. It is not just a case of cynicism or short-termism by the City, but also a feeling that if the investors wanted to be exposed to, say, building products in Germany they could do it more cheaply themselves.

That feeling may be increasingly obsolete. Companies are determined to expand across borders, whether their shareholders like the idea or not. Investors will thus have to learn to live with a world in which the geographical diversification decision has been made for them, at least as far as

Total return to local currency to 11/12/97

	US	Japan	Germany	France	Italy	UK
Cash	0.11	0.01	0.09	0.07	0.12	0.14
Week	0.47	0.04	0.29	0.29	0.57	0.63
Month	0.72	0.09	0.51	0.56	0.70	0.90
12 months	7.55	3.85	4.77	4.22	12.16	9.03
Bonds 3-5 year						
Week	0.19	-0.09	0.55	0.37	0.28	0.55
Month	0.72	0.26	1.17	1.04	1.87	1.31
12 months	7.55	3.85	4.77	4.22	12.16	9.03
Bonds 7-10 year						
Week	0.23	-0.15	0.59	0.54	0.43	1.06
Month	0.88	0.06	2.70	2.32	4.37	2.23
12 months	8.41	6.42	11.07	9.85	21.34	14.51
Equities						
Week	1.19	0.8	2.3	2.4	1.8	0.7
Month	3.6	0.8	7.8	8.3	8.0	5.0
12 months	31.3	17.8	38.8	31.1	59.8	23.2

Source: Cash & Bonds - London Stock Exchange. The FTSE 100, Nikkei 225, DAX, CAC 40, ISEQ, and SMI are the only indices owned by FT-SE, International Limited, Goldman Sachs & Co., and Standard & Poor's.

blue-chip companies are concerned. It is not fanciful to imagine a situation, a decade or so hence, in which all major companies' geographical exposure is identical – in proportion to world GNP, or at least the pattern of demand in individual industries.

Under those circumstances, investors will be able to obtain industrial diversification among

nature of capital investment decisions, and so on – creating different cost exposures. And even if companies' revenues are spread around the world in proportion to global GNP, their profits will not be: they are likely to continue to enjoy better margins in the markets in which they have been established longest, and enjoy dominant positions.

None the less, investors will increasingly have to understand the true geographical exposure of the blue-chip companies in their portfolios, rather than simply rely on country of origin as a proxy. And, if they wish to continue to control the geographical exposure of their portfolios themselves, they will have to think seriously about domestically oriented second-tier companies. These are, of course, precisely the sort of stocks that have been neglected in the vogue for the global superleague on the one hand, and for small growth companies on the other.

Email: peter.martin@FT.com

### COMPANY RESULTS DUE

#### Greenalls set for increase to £157m

Greenalls is expected to report annual profits up from £117m to about £157m (£359m). Forecasts were cut from £167m in September after the group warned of a second-half setback in the managed pubs and restaurants division. It blamed delays in introducing new pub formats and dull trading in its north-west heartland. One analyst said the management had been overly distracted by events in the last few years of rapid expansion and had taken its eye off the most important decisions. Questions are expected next week on strategy and possi-

ble management changes.

■ First Choice, the UK's third largest tour operator after Thomson and Airtours, is expected to double underlying pre-tax profits from £9.3m to £20m (£33m) when it reports full-year results to the end of October tomorrow. The headline figure will include an exceptional £8.8m accounting error loss, disclosed at the interim.

■ The improved profits come in a bumper year for the holiday industry as a result of tight capacity, favourable economic conditions and strong demand – last week Airtours reported a 39 per cent lift in pre-tax profits.

■ Asda will have to deal with questions over the failed merger with Safeway when it reports interim profits on Thursday. However, the supermarket group will instead focus on its strong

sales growth, expected to be about 7 per cent on a comparable basis. Pre-tax profits are forecast to pitch in at about £177m-£180m (£297m).

■ MFI is expected to report interim profits of about £36m (£99m) today. The group will be expected to give further details on its conversion programme, where warehouse costs caused some concern at the year-end. The core business, however, is likely to show sales growth of between 7 and 9 per cent.

The shares have underperformed the market badly this year, and John Richards at NatWest Markets has told clients this "reflects the company's historic failure to deliver coupled with macro-economic fears". However, he thinks this is "at odds with the sales re-acceleration and the new-found determination" at the company.

■ Annual figures from Securicor tomorrow are likely to be complicated by a number of exceptional charges. Analysts reckon that exceptional charges of more than £80m (£99m) could depress pre-tax profits to £35m (£107m). Some of the charges concern a provision taken for a troubled software project to upgrade Cellnet's billing system. Securicor holds 40 per cent of Cellnet, the mobile phone company, with British Telecommunications holding the rest.

■ Eurotherm is due to report full-year results on Wednesday and NatWest Markets expects the electronic equipment maker to have held up against the pressure of the strong pound. However, Andrew Bryant at the broker believes the shares may look

## Block trades captivate Europe

Last week's block trade of just under 14.8m shares of ING Groep, the Dutch financial services company, turned the spotlight back on bought deals at the end of a particularly busy year for this type of transaction. The \$640m (£388m) transaction saw Morgan Stanley Dean Witter buy the shares from Crédit Commercial de Belgique and Banque Internationale à Luxembourg – which the sellers were due in exchange for a combined stake in Banque Bruxelles Lambert, which is merging with ING – and sell them on to European institutional investors.

The ING deal was executed on Monday, the day Swiss Bank Corporation and Union Bank of Switzerland announced their merger. Sharply higher activity in banking stocks in the wake of that announcement persuaded the sellers to go ahead with the transaction.

The ING trade was one of

several high-profile bought deals this year, including the \$2bn sale of a 3 per cent stake in British Petroleum by the Kuwait Investment Office and the \$800m sale of a stake in Guinness by LVMH, both executed by Goldman Sachs; and the \$750m sale of Volvo's remaining stake in Renault, through UBS.

According to figures from IFR, which compiles data on equity transactions, Goldman tops the league table – by some margin – in European block trades this year, largely thanks to the BP and Guinness deals, with Morgan Stanley second. While a big portion of BP was sold to the US, the rankings are nevertheless testament to the distribution capacity of both houses when it comes to selling European shares to European investors, who were big buyers in all cases. "You need to have a very strong distribution capacity in all markets," says Franck

Petitgas, managing director at Morgan Stanley. The bank also did big block trades in Volvo and ABB this year.

Block trades are popular in rising equity markets, and 1997 certainly provided the right backdrop for a flood of issues. They offer the seller speed of transaction and a certain price for its stake. The discount to the market price can vary widely: the ING stake was sold at a 1.7 per cent discount and BP at 3.5 per cent, though for more modest deals it is often as low as 1 per cent.


But subsequent share price performance can be volatile, as happened to Union Minière after a BFR20.6bn (£340m) block trade in the Belgian metals group in July, even though it was offered at a discount of nearly 10 per cent and heavily marketed. Merrill Lynch, Generale Bank and KB Securities are rumoured to have taken big losses on that transaction after sellers

rushed to take profits in the aftermath of the placing.

Because of the importance of buoyant equity markets for block trades, bankers say the current volatility could slow the pace of issues next year. "People are a lot less comfortable about block trades in markets like this," says Andrew Moffat, director of equity capital markets at Lehman Brothers.

With governments having largely sold off rump stakes from privatised companies, European companies selling off unwanted cross-shareholdings will be the main source of those deals that materialise. Bankers say the accelerating pace of cross-border merger and acquisitions activity should guarantee business. All that is needed is kind equity markets.

"Markets will be more volatile and trickier, and a lot of the deals were done this year, but there are still a few out there," says Mr Petitgas.




**THE LOUISIANA LAND AND EXPLORATION COMPANY**

has merged into a wholly owned subsidiary of

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**SBC Warburg Dillon Read Inc. Merrill Lynch & Co.**



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Meanwhile, as Korea's financial turmoil continues there is also growing unease about the impact this could have on Japan, and any new sign of escalation in the crisis could affect the price of many export-oriented

## Compiled by Jeffrey Brown

On the ground, Generale des Caux is due to meet with Chinese officials on Friday. On the economic front, the latest licensee survey is published the same day along with industrial production data for October.

**HONG KONG**

Share trading is likely to remain nervous and volatile, the run-up to the Christmas closure, writes Louis Lucas for *Hong Kongs*.

**ZURICH**

Restructuring hopes have been the main factor driving Swiss financial stocks in recent weeks, and nowhere more so than in the Swiss

ates - whose massive rises

booked by the rout of the South Korean currency and stock market, and this will continue as a marker this week. This depressed state of affairs, sending the benchmark Hang Seng index down more than 11 per cent in the three days to Thursday, is slowing back some of these losses on Friday, but still ended the week a net 8 per cent lower.

Elsewhere, November producer price figures are expected on Tuesday and trade figures for last month due later in the week.

**SA DEALS**

SECTOR	VALUE	COMMENT
...	...	...

UKQ	Engines	\$1.325bn	Lucas Varity sale
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Table below gives the latest available rates of exchange (rounded) against four key currencies on Friday, December 12, 1997. In some cases the rate is nominal. Market rates are the average of buying and selling rates quoted where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

	ESTD	US \$	D-MARK	YEN		ESTD	US \$	D-MARK	YEN
				EX 100					EX 100
(Austria)	787.94	476.00	207.77	50.25	(Belgium)	331.54	197.00	100.00	100.00
(Canada)	591.54	102.25	116.03	100.00	(Brazil)	491.04	279.00	157.00	100.00
(France)	664.58	58.00	22.70	44.20	(Denmark)	111.58	87.00	5.90	100.00
(Germany)	93.74	100.00	100.00	100.00	(Finland)	5.70	2.40	1.00	100.00
(Greece)	247.17	148.00	84.00	110.00	(France)	91.24	5.80	3.40	100.00
(Hong Kong)	409.00	257.00	140.00	100.00	(Italy)	100.00	100.00	100.00	100.00
(India)	14.00	1.00	1.00	1.00	(Japan)	100.00	100.00	100.00	100.00
(Indonesia)	1,500.00	1,500.00	1,500.00	1,500.00	(Korea)	100.00	100.00	100.00	100.00
(Italy)	1,500.00	1,500.00	1,500.00	1,500.00	(Malaysia)	100.00	100.00	100.00	100.00
(Japan)	1,500.00	1,500.00	1,500.00	1,500.00	(Mexico)	100.00	100.00	100.00	100.00
(Korea)	1,500.00	1,500.00	1,500.00	1,500.00	(Netherlands)	100.00	100.00	100.00	100.00
(Malaysia)	1,500.00	1,500.00	1,500.00	1,500.00	(New Zealand)	100.00	100.00	100.00	100.00
(Mexico)	1,500.00	1,500.00	1,500.00	1,500.00	(Norway)	100.00	100.00	100.00	100.00
(Netherlands)	1,500.00	1,500.00	1,500.00	1,500.00	(Poland)	100.00	100.00	100.00	100.00
(New Zealand)	1,500.00	1,500.00	1,500.00	1,500.00	(Portugal)	100.00	100.00	100.00	100.00
(Norway)	1,500.00	1,500.00	1,500.00	1,500.00	(Romania)	100.00	100.00	100.00	100.00
(Poland)	1,500.00	1,500.00	1,500.00	1,500.00	(Russia)	100.00	100.00	100.00	100.00
(Romania)	1,500.00	1,500.00	1,500.00	1,500.00	(Singapore)	100.00	100.00	100.00	100.00
(Russia)	1,500.00	1,500.00	1,500.00	1,500.00	(South Africa)	100.00	100.00	100.00	100.00
(Singapore)	1,500.00	1,500.00	1,500.00	1,500.00	(Spain)	100.00	100.00	100.00	100.00
(South Africa)	1,500.00	1,500.00	1,500.00	1,500.00	(Sweden)	100.00	100.00	100.00	100.00
(Spain)	1,500.00	1,500.00	1,500.00	1,500.00	(Switzerland)	100.00	100.00	100.00	100.00
(Sweden)	1,500.00	1,500.00	1,500.00	1,500.00	(Taiwan)	100.00	100.00	100.00	100.00
(Switzerland)	1,500.00	1,500.00	1,500.00	1,500.00	(Thailand)	100.00	100.00	100.00	100.00
(Taiwan)	1,500.00	1,500.00	1,500.00	1,500.00	(Turkey)	100.00	100.00	100.00	100.00
(Turkey)	1,500.00	1,500.00	1,500.00	1,500.00	(UK)	100.00	100.00	100.00	100.00
(UK)	1,500.00	1,500.00	1,500.00	1,500.00	(USA)	100.00	100.00	100.00	100.00
(USA)	1,500.00	1,500.00	1,500.00	1,500.00					

(Austria)	787.94	476.00	207.77	50.25	(Belgium)	331.54	197.00	100.00	100.00
(Canada)	591.54	102.25	116.03	100.00	(Brazil)	491.04	279.00	157.00	100.00
(France)	664.58	58.00	22.70	44.20	(Denmark)	111.58	87.00	5.90	100.00
(Germany)	93.74	100.00	100.00	100.00	(Finland)	5.70	2.40	1.00	100.00
(Greece)	247.17	148.00	84.00	110.00	(France)	91.24	5.80	3.40	100.00
(Hong Kong)	409.00	257.00	140.00	100.00	(Italy)	100.00	100.00	100.00	100.00
(India)	14.00	1.00	1.00	1.00	(Japan)	100.00	100.00	100.00	100.00
(Indonesia)	1,500.00	1,500.00	1,500.00	1,500.00	(Korea)	100.00	100.00	100.00	100.00
(Italy)	1,500.00	1,500.00	1,500.00	1,500.00	(Malaysia)	100.00	100.00	100.00	100.00
(Japan)	1,500.00	1,500.00	1,500.00	1,500.00	(Mexico)	100.00	100.00	100.00	100.00
(Korea)	1,500.00	1,500.00	1,500.00	1,500.00	(Netherlands)	100.00	100.00	100.00	100.00
(Malaysia)	1,500.00	1,500.00	1,500.00	1,500.00	(New Zealand)	100.00	100.00	100.00	100.00
(Mexico)	1,500.00	1,500.00	1,500.00	1,500.00	(Norway)	100.00	100.00	100.00	100.00
(Netherlands)	1,500.00	1,500.00	1,500.00	1,500.00	(Poland)	100.00	100.00	100.00	100.00
(New Zealand)	1,500.00	1,500.00	1,500.00	1,500.00	(Portugal)	100.00	100.00	100.00	100.00
(Norway)	1,500.00	1,500.00	1,500.00	1,500.00	(Romania)	100.00	100.00	100.00	100.00
(Poland)	1,500.00	1,500.00	1,500.00	1,500.00	(Russia)	100.00	100.00	100.00	100.00
(Romania)	1,500.00	1,500.00	1,500.00	1,500.00	(Singapore)	100.00	100.00	100.00	100.00
(Russia)	1,500.00	1,500.00	1,500.00	1,500.00	(South Africa)	100.00	100.00	100.00	100.00
(Singapore)	1,500.00	1,500.00	1,500.00	1,500.00	(Spain)	100.00	100.00	100.00	100.00
(South Africa)	1,500.00	1,500.00	1,500.00	1,500.00	(Sweden)	100.00	100.00	100.00	100.00
(Spain)	1,500.00	1,500.00	1,500.00	1,500.00	(Switzerland)	100.00	100.00	100.00	100.00
(Sweden)	1,500.00	1,500.00	1,500.00	1,500.00	(Taiwan)	100.00	100.00	100.00	100.00
(Switzerland)	1,500.00	1,500.00	1,500.00	1,500.00	(Thailand)	100.00	100.00	100.00	100.00
(Taiwan)	1,500.00	1,500.00	1,500.00	1,500.00	(Turkey)	100.00	100.00	100.00	100.00
(Turkey)	1,500.00	1,500.00	1,500.00	1,500.00	(UK)	100.00	100.00	100.00	100.00
(UK)	1,500.00	1,500.00	1,500.00	1,500.00	(USA)	100.00	100.00	100.00	100.00
(USA)	1,500.00	1,500.00	1,500.00	1,500.00					

(Austria)	787.94	476.00	207.77	50.25	(Belgium)	331.54	197.00	100.00	100.00
(Canada)	591.54	102.25	116.03	100.00	(Brazil)	491.04	279.00	157.00	100.00
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(Germany)	93.74	100.00	100.00	100.00	(Finland)	5.70	2.40	1.00	100.00
(Greece)	247.17	148.00	84.00	110.00	(France)	91.24	5.80	3.40	100.00
(Hong Kong)	409.00	257.00	140.00	100.00	(Italy)	100.00	100.00	100.00	100.00
(India)	14.00	1.00	1.00	1.00	(Japan)	100.00	100.00	100.00	100.00
(Indonesia)	1,500.00	1,500.00	1,500.00	1,500.00	(Korea)	100.00	100.00	100.00	100.00
(Italy)	1,500.00	1,500.00	1,500.00	1,500.00	(Malaysia)	100.00	100.00	100.00	100.00
(Japan)	1,500.00	1,500.00	1,500.00	1,500.00	(Mexico)	100.00	100.00	100.00	100.00
(Korea)	1,500.00	1,500.00	1,500.00	1,500.00	(Netherlands)	100.00	100.00	100.00	100.00
(Malaysia)	1,500.00	1,500.00	1,500.00	1,500.00	(New Zealand)	100.00	100.00	100.00	100.00
(Mexico)	1,500.00	1,500.00	1,500.00	1,500.00	(Norway)	100.00	100.00	100.00	100.00
(Netherlands)	1,500.00	1,500.00	1,500.00	1,500.00	(Poland)	100.00	100.00	100.00	100.00
(New Zealand)	1,500.00	1,500.00	1,500.00	1,500.00	(Portugal)	100.00	100.00	100.00	100.00
(Norway)	1,500.00	1,500.00	1,500.00	1,500.00	(Romania)	100.00	100.00	100.00	100.00
(Poland)	1,500.00	1,500.00	1,500.00	1,500.00	(Russia)	100.00	100.00	100.00	100.00
(Romania)	1,500.00	1,500.00	1,500.00	1,500.00	(Singapore)	100.00	100.00	100.00	100.00
(Russia)	1,500.00	1,500.00	1,500.00	1,500.00	(South Africa)	100.00	100.00	100.00	100.00
(Singapore)	1,500.00	1,500.00	1,500.00	1,500.00	(Spain)	100.00	100.00	100.00	100.00
(South Africa)	1,500.00	1,500.00	1,500.00	1,500.00	(Sweden)	100.00	100.00	100.00	100.00
(Spain)	1,500.00	1,500.00	1,500.00	1,500.00	(Switzerland)	100.00	100.00	100.00	100.00
(Sweden)	1,500.00	1,500.00	1,500.00	1,500.00	(Taiwan)	100.00	100.00	100.00	100.00
(Switzerland)	1,500.00	1,500.00	1,500.00	1,500.00	(Thailand)	100.00	100.00	100.00	100.00
(Taiwan)	1,500.00	1,500.00	1,500.00	1,500.00	(Turkey)	100.00	100.00	100.00	100.00
(Turkey)	1,500.00	1,500.00	1,500.00	1,500.00	(UK)	100.00	100.00	100.00	100.00
(UK)	1,500.00	1,500.00	1,500.00	1,500.00	(USA)	100.00	100.00	100.00	100.00
(USA)	1,500.00	1,500.00	1,500.00	1,500.00					

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(Indonesia)	1,500.00	1,500.00	1,500.00	1,500.00	(Korea)	100.00	100.00	100.00	100.00
(Italy)	1,500.00	1,500.00	1,500.00	1,500.00	(Malaysia)	100.00	100.00	100.00	100.00
(Japan)	1,500.00	1,500.00	1,500.00	1,500.00	(Mexico)	100.00	100.00	100.00	100.00
(Korea)	1,500.00	1,500.00	1,500.00	1,500.00	(Netherlands)	100.00	100.00	100.00	100.00
(Malaysia)	1,500.00	1,500.00	1,500.00	1,500.00	(New Zealand)	100.00	100.00	100.00	100.00
(Mexico)	1,500.00	1,500.00	1,500.00	1,500.00	(Norway)	100.00	100.00	100.00	100.00
(Netherlands)	1,500.00	1,500.00	1,500.00	1,500.00	(Poland)	100.00	100.00	100.00	100.00
(New Zealand)	1,500.00	1,500.00	1,500.00	1,500.00	(Portugal)	100.00	100.00	100.00	100.00
(Norway)	1,500.00	1,500.00	1,500.00	1,500.00	(Romania)	100.00	100.00	100.00	100.00
(Poland)	1,500.00	1,500.00	1,500.00	1,500.00	(Russia)	100.00	100.00	100.00	100.00
(Romania)	1,500.00	1,500.00	1,500.00	1,500.00	(Singapore)	100.00	100.00	100.00	100.00
(Russia)	1,500.00	1,500.00	1,500.00	1,500.00	(South Africa)	100.00	100.00	100.00	100.00
(Singapore)	1,500.00	1,500.00	1,500.00	1,500.00	(Spain)	100.00	100.00	100.00	100.00
(South Africa)	1,500.00	1,500.00	1,500.00	1,500.00	(Sweden)	100.00	100.00	100.00	100.00
(Spain)	1,500.00	1,500.00	1,500.00	1,500.00	(Switzerland)	100.00	100.00	100.00	100.00
(Sweden)	1,500.00	1,500.00	1,500.00	1,500.00	(Taiwan)	100.00	100.00	100.00	100.00
(Switzerland)	1,500.00	1,500.00	1,500.00	1,500.00	(Thailand)	100.00	100.00	100.00	100.00
(Taiwan)	1,500.00	1,500.00	1,500.00	1,500.00	(Turkey)	100.00	100.00	100.00	100.00
(Turkey)	1,500.00	1,500.00	1,500.00	1,500.00	(UK)	100.00	100.00	100.00	100.00
(UK)	1,500.00	1,500.00	1,500.00	1,50					

**One Chase Manhattan Plaza  
New York, New York 10005  
(212) 612-1600**

ATHENS STOCK EXCHANGE December 8th - December 12th 1997				GREECE	
BASE INDEX	1517.18	PE (all ex cl) 97/96	16.8/9.5	GDP (USD bn) 97s	115.65
%Chg (9/12/99)	82.53	EPS GROWTH (%) 97s	2.81	Per Capita Income	11,265
180Days High	1801.85	97s / EPS GROWTH (%) 97s	0.03	Inflation Rate (% Y.O.Y, November '97)	5.16
180Days Low	922.38	PE 97/96	13.0/15.2	December 12 M-T-M msp (%)	1.10
MEDIAN VOL. (USD m)	492.39	12/97/96	2.9/2.5	12 Month Aifex	27.25
%Chg (Prev. Wk)	-12.24	Div. Yield (%) 97/96	3.52/9	GRDUSL (December 12, 1997)	122.72
1 Yr. Chg (Prev. Wk)	-194.27			A.S.E. Market Capitalization - 12/1996 (USD bn)	36.13
				12/97 (USD bn)	37,395.87

**For further information, or to advertise in this section, please contact  
Marion Waddernburg on +44 0171 878 4874**







**Gold Fields of South Africa Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 05/04181/06)  
("Gold Fields")

**Driefontein Consolidated Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 68/04880/06)  
("Driefontein")

**Kloof Gold Mining Company Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 64/04462/06)  
("Kloof")

**New Wits Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 05/04822/06)  
("New Wits")

**Gencor Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 01/01232/06)  
("Gencor")

**Beatrix Mines Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 77/02138/06)  
("Beatrix")

**Evander Gold Mines Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 64/06228/06)  
("Evander")

**Oryx Gold Holdings Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 69/01900/06)  
("Oryx")

**St Helena Gold Mines Limited**

(Incorporated in the Republic of South Africa)  
(Registration number 05/20744/06)  
("St Helena")

(collectively "the Companies")

**Withdrawal of cautionary and salient dates announcement****1. Withdrawal of cautionary announcement**

Shareholders of the Companies are advised that on Thursday, 11 December 1997, the High Court of South Africa (Witwatersrand Local Division) ("the Court") granted orders authorising the convening of meetings of shareholders of Beatrix, Kloof and Oryx to consider schemes of arrangements to be proposed in terms of section 311 of the Companies Act, 1973 ("the proposed schemes of arrangement"), whereby Gold Shelf One Limited ("Goldco") will acquire the entire issued share capital of Beatrix, Kloof and Oryx respectively. Under the circumstances, the further joint cautionary announcement published on 8 December 1997 is withdrawn.

**2. Salient dates**

Documentation relating to the implementation of the transactions necessary to achieve the combination of the gold assets of Gold Fields and Gencor ("the composite transaction") will be posted to shareholders of the Companies on Monday, 15 December 1997. The salient dates relating to implementation of the composite transaction are set out below:

	1997
Offer to Evander shareholders opens (09:00)	Monday, 15 December
Offer to St Helena ordinary shareholders opens (09:00)	Monday, 15 December
	1998
Last day to register in order to vote at the scheme meetings of Beatrix, Kloof and Oryx shareholders respectively	Monday, 12 January
General meeting of Gold Fields shareholders to be held at 09:15 on	Tuesday, 13 January
General meeting of Gencor shareholders to be held at 09:15 on	Tuesday, 13 January
General meeting of New Wits shareholders to be held at 10:30, or so soon thereafter as the general meetings of Gold Fields shareholders and Gencor shareholders are concluded or adjourned, on	Tuesday, 13 January
Scheme meeting of Beatrix shareholders to be held at 11:00, or so soon thereafter as the general meeting of New Wits shareholders is concluded or adjourned, on	Tuesday, 13 January
Scheme meeting of Kloof shareholders to be held at 11:45, or so soon thereafter as the scheme meeting of Beatrix shareholders is concluded or adjourned, on	Tuesday, 13 January

Scheme meeting of Oryx shareholders to be held at 12:30, or so soon thereafter as the scheme meeting of Kloof shareholders is concluded or adjourned, on

Tuesday, 13 January

Court hearing to sanction the proposed schemes of arrangement

Tuesday, 27 January

Record date for the proposed schemes of arrangement (shareholders of Beatrix, Kloof and Oryx must be registered as such at the close of business on this date in order to receive the considerations payable in terms of the proposed schemes of arrangement)

Friday, 30 January

Listings of Beatrix, Kloof and Oryx shares terminate at the close of trading (if the proposed schemes of arrangement are implemented) on

Friday, 30 January

Offers to Evander shareholders and St Helena shareholders become unconditional

Friday, 30 January

Composite transaction implemented on

Monday, 2 February

Listing of Goldco shares commences on the Johannesburg Stock Exchange

Monday, 2 February

Expected date of publication of an abridged form of the pre-listing statement of Goldco in the South African press

Monday, 2 February

Offers to Evander shareholders and St Helena ordinary shareholders close (12:00)

Friday, 13 February

**Notes:**

- The dates and times above are subject to amendment. Details of any such amendments will be published in the press.
- All times indicated above are local times in South Africa.

Johannesburg  
12 December 1997

**Financial advisers to Gold Fields****MORGAN STANLEY**

Morgan Stanley South Africa (Pty) Limited  
(Registration number 94/00261/07)

**Standard Corporate and Merchant Bank**

(A division of The Standard Bank of South Africa Limited)  
(Registration number 62/00738/06)

**Financial adviser to Gencor****Deutsche Morgan Grenfell**

Deutsche Morgan Grenfell (SA) (Proprietary) Limited  
(Registration number 95/11798/07)

**Independent merchant bank****RMB RESOURCES**

(A division of Rand Merchant Bank Limited)  
(Registration number 68/13963/06)  
(Registered bank)

**Legal advisers to Gold Fields**

**Bowman  
Gilfillan  
Hayman  
Godfrey**  
ATTORNEYS  
ESTABLISHED 1902

**Legal adviser to Gencor**

**EDWARD NATHAN  
& FRIEDLAND INC**  
(Registration number 77/00525/21)

**Independent reporting accountants**

**ERNST & YOUNG**  
Corporate Finance



Registered Chartered Accountants (SA)

**Sponsoring brokers to Goldco (South Africa)****Deutsche Morgan Grenfell**

Deutsche Morgan Grenfell (Proprietary) Limited  
(Registration number 73/06708/07)

**Sponsoring brokers to Goldco (United Kingdom)****CAZENOVE & CO.**

(A member of The Securities and Futures Authority and of The London Stock Exchange)

**Independent technical adviser**

**Standard  
Equities**

(Registration number 72/08305/07)  
(Member of the Johannesburg Stock Exchange)

**Deutsche Morgan Grenfell**



## THE WEEK AHEAD

## DIVIDEND &amp; INTEREST PAYMENTS

## ■ TODAY

AECL 54% Gross Cm Pl 2.2p  
Abbey National 10% Bd  
1998 £531.25  
Abbey Natl Treas 11% Bd  
1998 £110.0  
Advent VCT 1.25p  
Aerocorp-Vickers 0.20  
Allied Leisure 0.67p  
Ann Street Brewery 7p  
Atlantic Richfield \$0.7125  
Barlows 0.8p  
Barrett Gold \$0.08  
Brunswick \$0.125  
CSX \$0.30  
Cadbury Sch 8% Cv Bd 2000  
\$400.0  
Cap & Counties 6% 1st Mtg  
Db \$499 £1.405479  
Cavendish 35p  
Chester Asset Revols No 2  
Asset Bckd FRN '01 £1838.95  
City Mort Revols 1 Mtg-Bckd  
FRN '23 Ser 1998-2001  
£41.58  
Do No 2 1996-2002 £46.81  
Do No 3 1996-2002 £43.72  
Do No 4 1996-2002 £46.88  
Do No 5 1996-2002 £46.88  
Do No 6 1996-2002 £46.88  
Do No 7 1996-2002 £46.88  
Do No 8 1996-2002 £46.88  
Do No 9 1996-2002 £46.88  
Do No 10 1996-2002 £46.88  
Do No 11 1996-2002 £46.88  
Do No 12 1996-2002 £46.88  
Do No 13 1996-2002 £46.88  
Do No 14 1996-2002 £46.88  
Do No 15 1996-2002 £46.88  
Do No 16 1996-2002 £46.88  
Do No 17 1996-2002 £46.88  
Do No 18 1996-2002 £46.88  
Do No 19 1996-2002 £46.88  
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Gerrard 8p  
Goldsmiths 2.75p  
Halifax 8% Nts 1999 £83.75  
Journan (T) 0.5p  
Kajima Y4.50  
Lloyds Bank 11% Nts Ser  
Bd 1998 £1137.50  
Melkies Africa Z\$0.30  
Midland Bank Non-Cm \$ Pf  
A1 \$0.355  
Do Non-Cm N/Vtg \$ Pf A2  
\$0.0875  
Do B1 \$0.41  
Do B2 \$0.1025  
Do 8% Nts Sb Nts Dec 2004  
\$648.75  
NEC 5.6% Bd 2000  
Y580000.0  
Newcastle United 0.5p  
NT & T 6% Nts 2001 \$61.25  
Pacer Infotec \$0.03  
Pendeford Mort No 1 A1 Mtg  
Bckd FRN '37 £448.64  
Do Class A2 £1840.37  
Do Class A3 £1850.35  
Do Class A4 £1855.35  
Do Class A5 £1897.72  
Do Class A6 £1897.72  
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Do Class A98 £1897.72  
Do Class A99 £1897.72  
Do Class A100 £1897.72

TRW \$0.31  
Thames Asset Global Sec 1  
A2 Asset Bckd FRN '37  
£1850.35  
Do Class A3 £1860.32  
Do Class B £1860.13  
Thompson \$0.155  
Toyo Construction Gtd FRN  
1998 \$31407.64  
Wagon Ind Cv Pf 3.825p  
Wynnstay 1.65p

■ THURSDAY  
DECEMBER 18  
Air London 4p  
BPI Cap Fin Ser A N/Vtg FRN  
PI \$0.48  
Dickie (James) 4.04p  
Estates & Agency 9.5p  
Gold Int Fin A Fxd/FRN 2002  
Y550000.0  
Do Tranche B Y326042.0  
Do Tranche C Y548493.0  
Hankyu 5.85% Bd 2002  
Y580000.0  
Gardner (L) 4.7p  
Lloyds Bank Ser C Var Nts  
1998 \$184.65  
MCT 9.5p  
Do S 2.5p  
Do Package Units 2.5p  
Northern Venture 1st 2.25p  
Sanwa Aust Fin Gtd Fxd/FRN  
2002 \$5500.0  
Tanjong M90.06  
THFC 8% Nts 2019/21  
£43.75  
Wellrich 11% Nts 2001  
£281.25  
YTB Fin (Aruba) Gtd Sb Fxd/  
FRN \$172.50  
Yasuda 1st & Bnd Gtd FRN  
2000 \$158.49

■ FRIDAY  
DECEMBER 19  
Abbey Natl Treas 10% Bd  
1998 £531.25  
Do No 1 1996-2002 £46.81  
Do No 2 1996-2002 £43.72  
Do No 3 1996-2002 £46.88  
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Do No 100 1996-2002 £46.88

## UK COMPANIES

## ■ TODAY

COMPANY MEETINGS:  
Henderson Per East Income Tst, 3  
Finsbury Ave, E.C. 12.00  
Kleinwort Second Endowment Policy  
Tst, 10, Fenchurch St, E.C. 12.30  
Murray Spill Capital Tst, 7, West Nile  
St, Glasgow, 2.30  
Scottish Value Tst, The Caledonian  
Hotel, Edinburgh, 12.00  
BOARD MEETINGS:  
FMC: Forestal Forestry  
PL: Laboratories  
Interim: Amcor Mining  
Channel Hides  
First Ireland  
Headlight  
MFA: Farnham Gp.  
Optonetics  
Pharmalink  
Pharm  
■ THURSDAY  
DECEMBER 18  
COMPANY MEETINGS:  
Albert Fisher Gp, Royal Lancaster  
Tst, W, 11.00  
Aldermarby, E.C. 3.00  
Edinburgh Dragon Tst, Donaldson  
Hse, 27, Haymarket Tst, Edinburgh,  
12.00  
Estate Invest, Gp, Royal Clarence  
Hotel, Cathedral Yard, Exeter, 12.00  
Forsyth and Colonial Bankers  
Exchange Hse, Princes St, E.C.  
12.15  
Investment Capital Tst, One Charlotte  
Sq, Edinburgh, 12.30  
BOARD MEETINGS:  
FMC: Forestal Forestry  
PL: Laboratories  
Interim: Amcor Mining  
Channel Hides  
First Ireland  
Headlight  
MFA: Farnham Gp.  
Optonetics  
Pharmalink  
Pharm  
■ FRIDAY  
DECEMBER 19  
COMPANY MEETINGS:  
Henderson Per East Income Tst, 3  
Finsbury Ave, E.C. 12.00  
Kleinwort Second Endowment Policy  
Tst, 10, Fenchurch St, E.C. 12.30  
Murray Spill Capital Tst, 7, West Nile  
St, Glasgow, 2.30  
Scottish Value Tst, The Caledonian  
Hotel, Edinburgh, 12.00  
BOARD MEETINGS:  
FMC: Forestal Forestry  
PL: Laboratories  
Interim: Amcor Mining  
Channel Hides  
First Ireland  
Headlight  
MFA: Farnham Gp.  
Optonetics  
Pharmalink  
Pharm

■ WEDNESDAY  
DECEMBER 17  
COMPANY MEETINGS:  
Bett Brothers, Inverness Hotel, Perth  
Rd, Dundee, 10.00  
Planting Japanese Invest, Tst, Trinity  
Hse, Tower Hill, E.C. 3.30  
Hollis Gp, One, New Change, E.C.  
9.30  
Town Centre Securities, Town Centre  
House, The Marston Centre, Leeds,  
2.30  
BOARD MEETINGS:  
FMC: Forestal Forestry  
PL: Laboratories  
Interim: Amcor Mining  
Channel Hides  
First Ireland  
Headlight  
MFA: Farnham Gp.  
Optonetics  
Pharmalink  
Pharm  
■ THURSDAY  
DECEMBER 18  
COMPANY MEETINGS:  
Air London Platinum Hse, Garwick  
Rd, Crawley, West Sussex, 10.00  
British Assets Tst, One, Charlotte Sq,  
Edinburgh, 12.00  
Broadgate Invest, Tst, 99,  
Charterhouse St, E.C. 12.30  
Edinburgh Inca Tst, Dorsetton Hse,  
97, Haymarket Tst, Edinburgh, 12.00  
Finlay Growth Tst, West Chandler's  
Hall, Graham St, E.C. 11.00  
Grosvenor Hides, Mtn Hse, 100,  
Aldersgate St, E.C. 10.00  
Kwik Save Gp, St. David's Park Hotel,  
St. David's Park, Exeter, 12.00  
Morgan Growth Equity Income Tst,  
22, Winchester St, E.C. 11.00  
Swart 19, 26, Cornhill Rd South,  
Edinburgh, 12.00

■ FRIDAY  
DECEMBER 19  
COMPANY MEETINGS:  
Galaxy Media Corp The Hyde Park  
Hotel, 66, Knightsbridge, S.W. 2.30  
Ivory & Stone Enterprise Cap, 15,  
Park Pl, S.W. 10.00  
Lorival Invest, One, 3, Finsbury Ave  
E.C. 2.15  
Overseas Invest, Tst, 13, Gt  
Winchester St, E.C. 11.30  
Jupiter Estate Income Tst,  
Knightsbridge Hse, 117,  
Knightsbridge, S.W. 10.30  
Savoy Gdn, Manchester, 11.15  
SWP Gp, Mersey Crystal, 11,  
Southampton Row, W.C. 10.00  
Scottish Value Tst, The Caledonian  
Hotel, Edinburgh, 12.00  
BOARD MEETINGS:  
FMC: Forestal Forestry  
PL: Laboratories  
Interim: Amcor Mining  
Channel Hides  
First Ireland  
Headlight  
MFA: Farnham Gp.  
Optonetics  
Pharmalink  
Pharm

## CONFERENCES &amp; EXHIBITIONS

Conferences  
&  
Exhibitions

DECEMBER 17 / JANUARY 15  
The Strategy & Complexity  
Seminar  
17 December: Dr Kim James: 'An  
interesting approach to complex  
systems thinking'  
15 January: John Leggett, BP:  
'Organising to Learn'; Prof. Patricia  
Clarkson, psychologist: 'Learning to  
unlearn'  
2.00-5.30 p.m. at LSE  
£125 (academics £45)  
Tel: 01203 524 853 Fax: 01203 524 307  
Email: A.P.Thomson@warwick.ac.uk  
London School of Economics, LONDON

JANUARY 14  
Pension Provision: Building  
Consensus for the Future  
Conference to discuss the challenges  
facing the pension industry,  
particularly the proposed 'ruleholder'  
pensions. Speakers include: John  
Deaham MP, Mark Boleat (Association  
of British Insurers), Alan Nash  
(Equitable Life), Joanne Elodie  
(NatWest Life) and Mick McTeer  
(Consumers Association).  
Enquiries: Neil Stewart Associates  
Tel: 0171 222 1280 Fax: 0171 222 1278  
LONDON

JANUARY 21-22  
Intensive one-day workshops  
Currency Risk Management  
21 January  
Interest Rate Risk Management  
22 January  
• Risk evaluation and management  
• Hedging techniques including options,  
futures and swaps • The European  
Monetary Union  
Smith & Williamson in co-operation  
with King's College London  
Enquiries: Ann Meade  
Tel: 0171 637 5377 Fax: 0171 631 0741  
LONDON

JANUARY 27-28  
New Sourcing Strategies  
for the Finance Function  
25% of finance directors outsource part  
of the finance function. This conference  
examines these new sourcing strategies  
and examines potential cost savings and  
improved service levels.  
Enquiries: Jane Mills  
Tel: 0181 879 3359  
Fax: 0181 879 1122  
Email: jane.mills@procter-gamble.co.uk  
LONDON

JANUARY 28 1998  
Export Seminar  
'Every Cloud Has a Silver Lining'  
With the Tiger named runner to the Arab  
states: £100m UK exports in 1997.  
Stable growth, diversification,  
privatisation, mean new export  
opportunities.  
Fax: £40 (inc. vat).  
Enquiries: Arab-British Chamber of  
Commerce  
Fax: 0171 396 4499  
LONDON

FEBRUARY 5-6  
Business Use of Intranets  
and Electronic Commerce  
Making the business case for intranets;  
implementation; technical and security  
issues; VPN's; Making the E-Commerce  
pieces fit Hybrid EDI; Cybershopping;  
Internet Banking. Case studies and  
presentations by BT, Glaxo Wellcome;  
Thomas Miller, AddHunters; Chase  
Mediastream; 22MA; Surrey Police; Nord;  
KPMG; illustrates the use of Intranets and  
E-Commerce to achieve competitive edge.  
Enquiries: UNICOM  
Tel: 01895 256 484 Fax: 01895 813 095  
Info@unicom.co.uk  
LONDON

The Year 2000 Problem - Not  
just an accounting issue but a  
business issue with global  
implications  
A timely seminar on Solving  
the Business Issues for Banks  
and Financial Institutions  
Speakers from Bank of England,  
British Bankers Association,  
KPMG and others will address  
topics including: Supervisory  
issues, the state of UK  
preparedness, legal and liability  
issues, budgeting and staffing  
implications in implementing the  
project plan, developing  
contingency plans and working  
with non-compliant firms.  
Contact: Linda Selby  
Tel: 44 (0) 171 262 5050  
Fax: 44 (0) 171 724 7875  
Email: L.Selby@bsa.ac.uk  
http://www.bsac.ac.uk/infocent98/  
LONDON

FEBRUARY 9-13  
Knowledge Management Series  
The first complete European KM event  
leads you from an introduction to KM to  
Advanced Tools and Systems. Presenters  
include: Knowledge Associates,  
McKinsey & Company, The Knowledge  
Warehouse; Mason Solicitors; Sedcon  
Finland; Norwegian Technological  
Institute; Knowledgebase CIB; Cranfield  
School of Management; KPMG; ICL; The  
Syrus Group & Management Centre  
Europe; Cooper & Lybrand; NIP  
Enquiries: UNICOM  
Tel: 01895 256 484 Fax: 01895 813 095  
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Managing the New  
IT Agenda  
Solutions and strategies for  
managing unprecedented  
change in the IT Function  
presented by leading speakers  
from industry, London Business  
School and MIT. Senior  
executives in IS, corporate  
strategy and the finance  
function will gain insights  
and perspectives into the  
management of key IS  
issues for their organisations.  
Contact: Linda Selby  
Tel: 44 (0) 171 262 5050  
Fax: 44 (0) 171 724 7875  
Email: L.Selby@bsa.ac.uk  
http://www.bsac.ac.uk/infocent98/  
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FEBRUARY 16  
The 14th Annual FT London  
Motor Conference  
The changing role of the car is the  
theme of this major FT automotive  
event which will bring together high-  
level industry executives to discuss this  
and other developments shaping the  
sector.  
Enquiries: Sarah Gibb  
Tel: 44 (0) 171 896 2639  
Fax: 44 (0) 171 896 2696  
Email: sarah.gibb@pearson-pro.com  
LONDON

The EuroMoney International  
Bond Congress  
A unique combination of a  
conference and exhibition.  
It gives bond market  
professionals the opportunity to  
hear from leading experts,  
discuss new ideas and develop  
new contacts.  
1998 lead sponsors include:  
Commerzbank, Deutscher  
Grosvenor Hides, Mtn Hse, 100,  
Aldersgate St, E.C. 10.00  
Kwik Save Gp, St. David's Park Hotel,  
St. David's Park, Exeter, 12.00  
Morgan Growth Equity Income Tst,  
22, Winchester St, E.C. 11.00  
Swart 19, 26, Cornhill Rd South,  
Edinburgh, 12.00  
DEI Centre, LONDON

FEBRUARY 23 & 24  
The 16th Annual FT New Media  
& Broadcasting Conference  
This year's offers a unique opportunity to  
learn more about the latest developments  
in the broadcasting industry. Speakers  
include: The Rt Hon Chris Smith MP,  
Secretary of State for Culture, Media and  
Sport; Mr Richard Eyn, ITV; Mr Graham  
Wallace, Cable & Wireless  
Communications.  
Enquiries: Stan Fancourt  
Tel: 0171 896 2626 Fax: 0171 896 2696  
Email: stan.fancourt@pearson-pro.com  
LONDON

MARCH 2 & 3  
FT Power in Asia  
Focusing on Asia's financial turmoil  
and its effect on the region's power  
sector reform programmes, this  
conference will examine the new and  
dynamic challenges facing promoters of  
independent power projects.  
Enquiries: Lucinda Roberts  
Tel: 44 (0) 171 896 2639  
Fax: 44 (0) 171 896 2696  
Email: lucinda@pearson-pro.com  
LONDON

MARCH 5 & 6  
The 4th Annual World Steel  
Conference  
Building on the success of previous  
events in this series of high-level  
forums organised by FT Conferences, in  
association with CRU International, this  
conference will provide insight into  
positive developments in mature  
markets and reassess the opportunities  
in emerging markets.  
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Tel: 44 (0) 171 896 2639  
Fax: 44 (0) 171 896 2696  
Email: lucinda@pearson-pro.com  
LONDON

MARCH 16 & 17  
FT World Pharmaceuticals  
Conference  
Confirmed speakers at this major FT  
conference, arranged with Coopers &  
Lybrand, include Mr Timothy G Redwell,  
President, Rhône-Poulenc; Roger Jay, Mr  
Richard de Souza, Chairman, Europe,  
SmithKline Beecham Pharmaceuticals; Dr  
Peter Read, Chairman, Hoechst Marion  
Roussel Ltd and Mr Jeffrey F Harris,  
Chief Executive, Unichem PLC  
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## WORLD INTEREST RATES

WORLD INTEREST RATES							
MONEY RATES							
December 12	Overnight	One month	Three months	Six months	One year	Lamb. term	Dis. rate
Belgium	3 1/2	3 1/2	3 1/4	3 1/4	4 1/4	6.00	2 7/8
week ago	3 1/2	3 1/2	3 1/4	3 1/4	4 1/4	6.00	2 7/8
France	3 1/2	3 1/4	3 1/4	3 1/4	3 1/2	4.60	-
week ago	3 1/2	3 1/4	3 1/4	3 1/4	3 1/2	4.60	-
Germany	3 1/2	3 1/2	3 1/2	3 1/2	4 1/2	4.90	3 1/8
week ago	3 1/2	3 1/2	3 1/2	3 1/2	4 1/2	4.90	3 1/8
Greece	6 1/2	6 1/2	5 1/2	5 1/2	-	-	6 7/8
week ago	6 1/2	6 1/2	6 1/4	5 1/2	-	-	6 7/8
Italy	6 1/4	6 1/4	6 1/4	5 1/2	7 1/2	6.25	6 1/8
week ago	6 1/4	6 1/4	6 1/4	5 1/2	7 1/2	6.25	6 1/8
Netherlands	3 1/2	3 1/2	3 1/2	3 1/2	4 1/4	-	2 7/8
week ago	3 1/2	3 1/2	3 1/2	3 1/2	4 1/4	-	2 7/8
Switzerland	5 1/4	5 1/4	5 1/4	5 1/4	5 1/2	5.00	-
week ago	5 1/4	5 1/4	5 1/4	5 1/4	5 1/2	5.00	-
US	5 1/4	5 1/4	5 1/4	5 1/4	5 1/2	5.00	-
week ago	5 1/4	5 1/4	5 1/4	5 1/4	5 1/2	5.00	-
Japan	5 1/4	5 1/4	5 1/4	5 1/4	5 1/2	5.00	-
week ago	5 1/4	5 1/4	5 1/4	5 1/4	5 1/2	5.00	-

[illegible][illegible]

BASE LISTINGS			
	%		%
Alexis & Company	7.25	Exeter Trust Limited	8.25
Admiral Irish Bank (GIB)	7.25	Financial & Gen Bank	8.00
Admiralty Ansatbach	7.25	Robert Fleming & Co	7.25
Barroo Bilbao Victoria	7.25	Calcuttine Ireland	7.25
Bank of Cyprus	7.25	Heald Bros AD Zurich	7.25
Bank of Ireland	7.25	Hambridge Bank	7.25
Bank of India	7.25	Hartshill & Co	7.25
Bank of Scotland	7.25	G. Hoare & Co	7.25
Barclays Bank	7.25	Hongkong & Shanghai	7.25
Bank of East India	7.25	Investment Bank Ltd	7.25
Bank of India Ltd	7.25	John Hooper Bank	7.25
Bank of Scotland	7.25	Laford Joseph & Sons	7.25
Barclays Bank	7.25	Lloyds Bank	7.25
Bank of East India	7.25	Milner Bank	7.25
Bank of India Ltd	7.25	North Eastern Bank	7.25
Bank of Scotland	7.25	Peas Brothers	7.25
Barclays Bank	7.25	Royal Bank of Scotland	7.25
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Duncan Lawrie 2:25 Scottish Widows Bank 7:25



**European Investment Bank**

**PTE 30 Billion Floating Rate Bonds**  
**due March 2005 (issued on March 15, 1995)**

**PTE 30 Billion Floating Rate Bonds**  
**due March 2005 (issued on June 15, 1995)**

**Notice to the Holders**

Notice is hereby given that the Bonds will carry an interest

Rate of 4.9475% per annum for the period December 15, 1997 to March 15, 1998.

- PTE 1,220 per PTE 100,000 nominal
- PTE 12,199 per PTE 1,000,000 nominal
- PTE 121,983 per PTE 10,000,000 nominal
- PTE 809,866 per PTE 50,000,000 nominal

Luxembourg, December 15, 1997

**Investment Bank**

**Italian Lira 350 Billion  
Floating Rate Notes  
due December 1999**

**Notice to the Holders**

Notice is hereby given that the Notes will carry an interest rate of 5.875% per annum for the period 15.12.1997 to 15.12.1998.

- ITL 74,253 per ITL 5,000,000 nominal
- ITL 74,535 per ITL 50,000,000 nominal

Luxembourg, December 15, 1997

**U.S. \$750,000,000**  
**Lloyds Bank Plc**  
*(Incorporated in England  
 with limited liability)*  
**Primary Capital Unlimited  
 Floating Rate Notes**  
**(Series1)**  
 For the period between, December  
 15, 1987 to June 15, 1988, the  
 Notes will carry an interest rate of  
 6.5072% per annum with a Coupon  
 Amount of U.S. \$312.61  
 payable on June 15, 1988.  
 By: The London Merchant Bank  
 (as Agent, London Bank)

<p><b>BONDS DUE 2006</b>  <b>USD 229,896,000</b> <b>SEKURITAS USD-2</b>  <b>ISIN CODE : XS0666642258</b></p> <p>For the period December 11, 1997 to June 12, 1998 the new rate has been fixed at 6.375 % P.A.  Next payment date : June 12, 1998</p> <p><b>Amount :</b>  <b>USD 11.32</b> for the <b>demonization of USD 1 000</b> taking into account a <b>real factor of 0.945914</b></p> <p><b>THE PRINCIPAL-PAYING AGENT</b>  <b>SOCIETE GENERALE</b>  <b>BANK &amp; TRUST S.A.-LUXEMBOURG</b></p>	<p><b>BONDS DUE 2006</b>  <b>USD 464,272,000</b> <b>SEKURITAS USD-1</b>  <b>ISIN CODE : XS0666642721</b></p> <p>For the period December 11, 1997 to June 12, 1998 the new rate has been fixed at 6.3125 % P.A.  Next payment date : June 12, 1998</p> <p><b>Amount :</b>  <b>USD 28.91</b> for the <b>demonization of USD 1 000</b> taking into account a <b>real factor of 0.962340</b></p> <p><b>THE PRINCIPAL-PAYING AGENT</b>  <b>SOCIETE GENERALE</b>  <b>BANK &amp; TRUST S.A.-LUXEMBOURG</b></p>
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**TRADED INDEX SECURITIES**

## GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service are delivered by Exal, part of Financial Times Information.

Closing mid-price is shown in pence unless otherwise indicated. For FTSE index constituents and reserves, last trade prices at or prior to market close are shown, as these shares are now traded on the Stock Exchange Electronic Traded System ("SETS").

Net Dividends are shown in pence unless otherwise indicated.

Where stocks are denominated in currencies other than sterling, this is indicated after the name. Prices shown for some of these foreign securities are converted into sterling from latest available local Stock Exchange prices.

Dividend covers are calculated on a "net" basis.

Market capitalizations shown are calculated separately for each line.

- † Interest since increased or resumed
- ‡ Interest since reduced, ceased or deferred
- ④ Figures or report awaited
- ⑤ Rule 2.1(g)(iv) Overseas incorporated companies listed on an approved exchange
- ⑥ From annual/interim report available, see details below.
- ⑦ Rule 4.2(a) Irish incorporated non-listed companies
- ⑧ Price at time of suspension
- ⑨ indicated dividend after pending scrip and/or rights issue.
- ⑩ cover relates to previous dividends or forecast.
- ⑪ merger not reorganisation in progress
- ⑫ company has been compulsorily delisted by the exchange

<p> <math>\neq</math> Financial dividend, interest on debt  <math>\neq</math> Dividend based on earnings reported by company </p>	<p> <math>\neq</math> Dividend based on earnings reported by company </p>
<p> <math>\neq</math> Unrepeated collective investment scheme </p>	
<p> <math>\neq</math> Annualized dividend  <math>\neq</math> Figure based on prospectus or other official estimates  <math>\neq</math> Cents </p>	<p> <math>\neq</math> Dividend based on prospectus or other official estimates for 1957-58  <math>\neq</math> Dividend based on prospectus or other official estimates for 1959-60  <math>\neq</math> Dividend based on prospectus or other official estimates for 1960-61 </p>
<p> <math>\neq</math> Assumed dividend  <math>\neq</math> Assumed dividend other scrip coin  <math>\neq</math> as higher than </p>	<p> <math>\neq</math> Assumed dividend  <math>\neq</math> Assumed dividend other scrip coin  <math>\neq</math> as higher than </p>
<p> <math>\neq</math> Rights issue pending  <math>\neq</math> Earnings based on preliminary figures </p>	<p> <math>\neq</math> Dividend based on prospectus or other official estimates  <math>\neq</math> Dividend based on prospectus or other official estimates for 1957-58  <math>\neq</math> Dividend based on prospectus or other official estimates for 1959-60  <math>\neq</math> Dividend based on prospectus or other official estimates for 1960-61 </p>

W Dividend includes a  
 special payment.  
 Y Dividend includes a  
 dividend reinvestment  
 plan.  
 Z Dividend paid in  
 stock.

This service is available to companies whose shares are regularly traded in the United Kingdom for a fee of £1425 a year for each security shown, subject to the Editor's discretion.

**FT Share Service**  
The following changes have been made to the FT Share Information Service: **Additions:** Tokai Bank (BdF), Advance UK Trust (nTr), CRC, Minophant Systems (JAM). **Deletions:** Grassy (E&E), Kidston Gold Mines (ExIn), Matheson Lloyds, De Warrants (ns), WEW (RuIn), BSM (SpSv) Marling Inds (Tnd).

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The Financial Times plans to publish a Survey on the

**Nagano**

**Winter Olympics**

**on Friday February 6 1998**

**For further information,  
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Highs and Lows shown on a 52 week basis

# WORLD STOCK MARKETS

EUROPE									
Country	Index	High	Low	52 Week High	52 Week Low	Change	%	Vol	Open
EUROPE (Dec 12/13)									
Austria	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Belgium	3,456.78	3,478.90	3,434.21	3,480.00	3,420.00	+15.67	+0.45	345,678	3,450.00
France	3,890.12	3,912.34	3,867.89	3,920.00	3,850.00	+18.90	+0.48	389,012	3,880.00
Germany	4,567.89	4,589.01	4,534.56	4,590.00	4,520.00	+21.23	+0.46	456,789	4,560.00
Greece	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Ireland	3,456.78	3,478.90	3,434.21	3,480.00	3,420.00	+15.67	+0.45	345,678	3,450.00
Italy	2,345.67	2,367.89	2,312.34	2,370.00	2,300.00	+19.56	+0.83	234,567	2,340.00
Netherlands	3,456.78	3,478.90	3,434.21	3,480.00	3,420.00	+15.67	+0.45	345,678	3,450.00
Portugal	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Spain	3,456.78	3,478.90	3,434.21	3,480.00	3,420.00	+15.67	+0.45	345,678	3,450.00
Sweden	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Switzerland	3,456.78	3,478.90	3,434.21	3,480.00	3,420.00	+15.67	+0.45	345,678	3,450.00
UK	4,567.89	4,589.01	4,534.56	4,590.00	4,520.00	+21.23	+0.46	456,789	4,560.00
ASIA									
ASIA (Dec 12/13)									
China	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Hong Kong	3,456.78	3,478.90	3,434.21	3,480.00	3,420.00	+15.67	+0.45	345,678	3,450.00
India	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Japan	12,345.67	12,367.89	12,312.34	12,370.00	12,300.00	+19.56	+0.16	1,234,567	12,340.00
Korea	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Malaysia	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Philippines	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Singapore	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Taiwan	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Thailand	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
USA	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
AFRICA									
AFRICA (Dec 12/13)									
South Africa	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
Other Africa	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
OCEANIA									
OCEANIA (Dec 12/13)									
Australia	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00
New Zealand	1,234.56	1,245.67	1,223.45	1,250.00	1,210.00	+12.34	+1.00	123,456	1,230.00

Digital infotainment will be coming to a TV near you, with a little help from Rockwell Semiconductor Systems.



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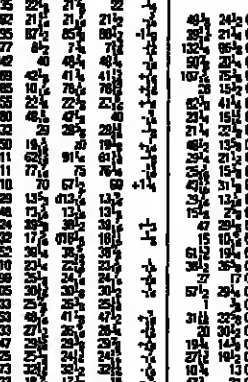
## FT/SPS ACTUARIES WORLD INDICES

FRIDAY DECEMBER 12 1997									
Index	Value	Change	%	Vol	Open	High	Low	52 Week High	52 Week Low
NATIONAL AND REGIONAL MARKETS									
Australia (74)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Belgium (27)	3,456.78	+15.67	+0.45	345,678	3,450.00	3,478.90	3,434.21	3,480.00	3,420.00
Canada (122)	2,345.67	+19.56	+0.83	234,567	2,340.00	2,367.89	2,312.34	2,370.00	2,300.00
France (84)	3,890.12	+18.90	+0.48	389,012	3,880.00	3,912.34	3,867.89	3,920.00	3,850.00
Germany (89)	4,567.89	+21.23	+0.46	456,789	4,560.00	4,589.01	4,534.56	4,590.00	4,520.00
Hong Kong (28)	3,456.78	+15.67	+0.45	345,678	3,450.00	3,478.90	3,434.21	3,480.00	3,420.00
India (16)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Japan (42)	12,345.67	+19.56	+0.16	1,234,567	12,340.00	12,367.89	12,312.34	12,370.00	12,300.00
Korea (27)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Malaysia (19)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Philippines (22)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Singapore (42)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Taiwan (143)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Thailand (69)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
USA (214)	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
UK (244)	4,567.89	+21.23	+0.46	456,789	4,560.00	4,589.01	4,534.56	4,590.00	4,520.00
EMERGING MARKETS									
EMERGING MARKETS (Dec 12/13)									
Argentina	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Brazil	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
China	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Hong Kong	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
India	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Japan	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Korea	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Malaysia	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Philippines	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Singapore	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Taiwan	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
Thailand	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
USA	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00
UK	1,234.56	+12.34	+1.00	123,456	1,230.00	1,245.67	1,223.45	1,250.00	1,210.00



## NEW YORK STOCK EXCHANGE PRICES

4 pm class December 12

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**NASDAQ**

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**Sheraton Brussels**  
HOTEL & TOWERS  
 Sheraton

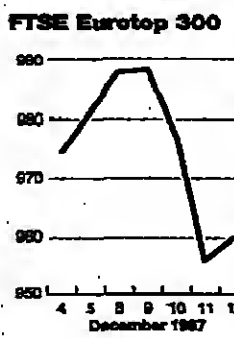
When you stay with us  
in **BRUSSELS**  
stay in touch -  
with your complimentary copy of the

**FINANCIAL TIMES**  
No FT. no comment.

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## US DATA

**Dow Jones**

## FRANCE

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Rate	Change	High	Low	Est. vol.	Open int.
50	-27.00	2377.00	2330.00	4,801	28,155
50	-26.25	2382.00	2330.50	537	3,138
60	+20.00	8046.0	5985.0	4,374	22,016
60	+47.0	8029.0	5995.0	455	3,697

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[illegible]**NASDAQ NATIONAL MARKET**

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**17** **82**

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4 pay close December 12

	Stock	Dr.	10	High	Low	Close	Change		Stock	Dr.	10	High	Low	Close	Change		Stock	Dr.	10	High	Low	Close	Change	
(Down)	Frequency	0.20	21	200	195	16	10	-1 1/4	JTS Cap			2228	14	5	3		S&W Corp	0.20	12	8	82 1/2	55 1/4	57 1/4	
	Open	0.80	10	7	25 1/2	25 1/2	25 1/2	+1 1/4	Black Op	1.80	20	202	202	202	204	204	-	New Prime	0.20	15	13	12 1/2	12 1/2	-1 1/4
+1 1/4	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac A	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac B	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac C	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac D	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac E	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac F	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac G	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac H	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac I	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac J	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac K	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac L	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac M	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac N	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac O	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac P	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac Q	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac R	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac S	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac T	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac U	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac V	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac W	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac X	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac Y	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac Z	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AA	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AB	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AC	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AD	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AE	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AF	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AG	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AH	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AI	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AJ	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AK	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AL	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AM	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AN	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AO	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AP	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AQ	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AR	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AS	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AT	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AU	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AV	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AW	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AX	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AY	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac AZ	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac BA	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac BB	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac BC	0.12	22	350	64 1/4	44 1/2	45 1/2	
	Black Op	0.20	20	200	195	16	10	-1 1/4	Black Op			2228	14	5	3		TelePac							



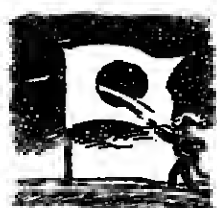
## FT GUIDE TO THE WEEK

MONDAY 15

## Agriculture talks

European Union agriculture ministers and officials will decide in Brussels today or tomorrow whether to postpone by three months a ban on the use of cattle parts. The ban, prompted by the BSE mad cow disease, is due to take effect from January 1. It is strongly opposed by the US which argues it would upset trade, since cattle parts including tallow are essential components in a variety of products including pharmaceuticals and food. Several EU countries also oppose the ban. The Commission has proposed delaying implementation until April to allow differences to be resolved.

## Open skies deal in the air



Japan and the US will hold their sixth round of sub-cabinet level talks on aviation over three days to Wednesday in Tokyo. The US has been pressing Japan to open its aviation market further but Japan has resisted a US call for "open skies." During the last round of talks, Washington accepted Tokyo's key demand that All Nippon Airways be added to the four so-called incumbent carriers that enjoy special rights under the 1962 treaty. There still remain several differences between the two nations, such as the number of additional flights allowed for non-incumbent carriers and the issue of so-called "beyond rights."

## Kuwait fallout

The United Nations Compensation Commission, in charge of restitution to the victims of Iraq's 1990 invasion of Kuwait, meets for three days in Geneva to adjudicate more claims. The commission has already paid out \$725.6m from the proceeds of Iraqi oil sales, mostly to individuals who suffered loss or injury. This week it will be considering claims from individuals for losses of over \$100,000, and from companies and governments which make up the bulk of the \$200bn-plus in total claims received by the commission.

## Madeleine's travels

US Secretary of State Madeleine Albright visits Zimbabwe in the final stages of her Africa tour.

## Guyana goes to vote

Guyana's incumbent People's Progressive party is the front runner in the presidential and legislative elections, and opinion polls suggest that US born Janet Jagdeo, the 77-year-old widow of a former president, will become the first woman to be elected president of a South American country. She is being challenged by



Nelson Mandela will hand over the presidency of the African National Congress at its annual conference starting on Tuesday

former president Desmond Hoyte of the Peoples' National Congress which held office for 28 years until 1992. A resurgent economy in the English-speaking republic of 800,000 people has helped the incumbent party, which started life as a Marxist organisation but which now preaches the virtues of a free market.

TUESDAY 16

## Telecoms deal on hold



Trade officials meet at the World Trade Organisation in Geneva to decide when to put into force a landmark accord on telecommunications liberalisation reached last February. Only 50 of the 89 countries that signed the deal were able to ratify by the December 1 deadline to bring the agreement into force on January 1. The pact itself is not in danger but signatories are likely to delay the entry into force for perhaps a couple of months to give the remaining countries time to ratify. They include such important markets as Belgium, Brazil, Spain and Argentina.

## The little people

The annual report of the United Nations Children's Fund (Unicef), the State of the World's Children, focuses on the problem of malnutrition which causes millions of child deaths each year and stunts the development of many more. Noting that children can

be malnourished even when eating enough to satisfy hunger, the New York-based agency says recent developments in nutritional science may help to limit and even prevent some killer diseases. Thus iodisation of edible salt has already helped to cut the prevalence of mental retardation from iodine deficiency, the report points out.

## Mandela steps down

Nelson Mandela steps down as African National Congress president at the ANC's 50th annual conference which ends on Saturday. The congress will elect its new leader, widely expected to be Thabo Mbeki, the current deputy president.

## Kyoto follow-up

European Union environment ministers meet in Brussels with last week's agreement in Kyoto to limit greenhouse gases high on the agenda. Appropriately they will be given an update on the state of negotiations with the car industry on measures to cut carbon dioxide emissions. Other subjects under discussion include the fight against acidification.

## Nato expansion talks

Foreign ministers of the 16 Nato allies meet today in Brussels to sign accession protocols with Poland, Hungary and the Czech republic so that the three east European countries can formally join the alliance on its 50th anniversary in April 1999. During their two-day meeting, Nato ministers will also hold special separate discussions with their Russian and Ukrainian counterparts as well as a plenary session with a wide range of

east European ministers in the Euro-Atlantic Partnership Council.

## Security report

The Organisation for Security and Co-operation in Europe is holding its sixth ministerial council meeting in Copenhagen on Tuesday and Wednesday. The two-day conference is expected to discuss peace efforts in the former Yugoslavia and the dispute over Nagorno-Karabakh, the ethnic Armenian enclave which broke away from Azerbaijan in the late 1990s.

## Asean summit

Economic issues are expected to dominate a three-day series of summit meetings bringing together 12 east Asian nations, in light of the financial crisis in south-east Asia. The event celebrates the 30th anniversary of the founding of the Association of South East Asian Nations (Asean), which was expanded earlier this year, now has nine members: Malaysia, Singapore, Indonesia, Thailand, Burma, Laos, Brunei, the Philippines and Vietnam. During the summit, Asean will meet among itself and separately with the leaders of Japan, China and South Korea. Then the 12 nations will meet all together. This meeting will be the first time the leaders of east Asia have gathered without the participation of the US. One question of interest will be whether a decision is taken to make the summit an annual event between the 12 nations. Such a determination would not be to the liking of the US.

## Surveys

Mexican Finance and Investment; Japanese Industry.

## Holidays

Bahrain, Bangladesh, Kazakhstan, South Africa.

WEDNESDAY 17

## Goodbye Progress

Crew of the Mir space station will detach the Progress M-36 cargo ship in preparation for the arrival next Monday of its replacement, M-37, which will be launched on Saturday from the Baikonur launch site in Kazakhstan.

## Survey

Macedonia.

## Holiday

Bhutan.

THURSDAY 18

## Korean duel

South Korea chooses a new president in a closely-fought election between Lee Hoi-chang, the government candidate, and Kim Dae-jung, the veteran centre-left opposition leader. Mr Kim has edged slightly ahead in recent days due to a public backlash against the tough terms of the International Monetary Fund's \$57bn rescue package of the world's 11th largest economy. But analysts believe the election is still too close to call. Foreign investors will eagerly await its outcome since Mr Kim has criticised the IMF deal, while Mr Lee has pledged his full support.

## Party time

Jamaica's Peoples' National party is tipped to retain office for a third consecutive term in a general election which is being witnessed by a delegation of high profile foreign observers, led by Jimmy Carter, former US president and Colin Powell, former US secretary of State. A PNP win would keep Percival Patterson in the prime minister's office. He is being challenged by Edward Seaga, a former prime minister who leads the Labour party, and Bruce Golding of the National Democratic Movement.

## Greek stoppage

Greek trade unions hold a 24-hour general strike, timed to coincide with a debate in parliament of the 1998 budget. The strike, a traditional pre-Christmas ritual ignored by most private sector workers, is in protest against the Socialist government's wage and tax policies. Government offices, state-controlled banks and public transport in Athens will be affected. Some flights by Olympic Airways, the state carrier, may be delayed. The Socialists plan to impose

a virtual freeze on public sector wages next year and will try to crack down on tax evasion in an effort to meet the Maastricht criteria on inflation and the budget deficit in 1998. Achieving these targets would allow Greece to join the Euro by 2002.

## Dab hands

European Union fish ministers meet in Brussels for a marathon session to discuss quotas. Traditionally the talks last well into the night and last year Emma Bonino, fish commissioner, collapsed from exhaustion. That deal resulted in catches of about 30 species including cod, mackerel and North Sea herring.

## Survey

Reporting Britain.

## Holiday

Niger.

FRIDAY 19

## Trade report

The Geneva-based World Trade Organisation publishes its annual report giving the first estimates for trade growth in 1997, which it has already said will show an acceleration from the 5 per cent volume increase in merchandise trade recorded in 1996. The report also devotes a chapter to reviewing the interaction between trade and competition policy, especially restrictive practices by enterprises, and possible areas for international co-operation. WTO members are already looking at whether the world trade body should extend its rules into this area.

## I, Will...

William Hague, leader of the UK's opposition Conservative party, marries Pippa Jenkins in the Crypt Chapel of the House of Commons.

SUNDAY 21

## US and them

Residents of Nagasaki, Okinawa vote in a referendum to decide whether to support the Japanese government's plan to construct a heliport and relocate a US military base in the prefecture. The outcome will affect the government's plan to make a first major step in reducing the US military presence in Okinawa, as agreed last year by Japan and the US. The Japanese government has promised to finance economic projects in the city in exchange for the citizens' co-operation.

## Deadline Sarajevo

The deadline set by the Organisation for Security and Co-operation in Europe for the implementation of the results of September's municipal elections in Sarajevo expires.

Compiled by Roger Banks.  
Fax: (4-44) (0)171 873 3196.

## Other economic news

Monday: The December Tankan survey in Japan is forecast to show a strong decline. Analysts are looking towards a fall from a previous index value of plus 3 to minus 3, reinforcing fears that the Japanese economy is heading into recession.

Tuesday: US inflation is expected to remain subdued. November consumer prices are forecast to have gone up by an annual rate of 2.2 per cent in their core measure, after to 2.3 per cent in October.

Wednesday: UK retail sales statistics have been subject to strong volatility of late. After the strong rebound in October, analysts are looking for a sharp decline in November.

Thursday: Some forecasters suggest that the Asian crisis might have affected the US business climate index in Germany. The index is expected to show a small decline in November due to lower export expectations.

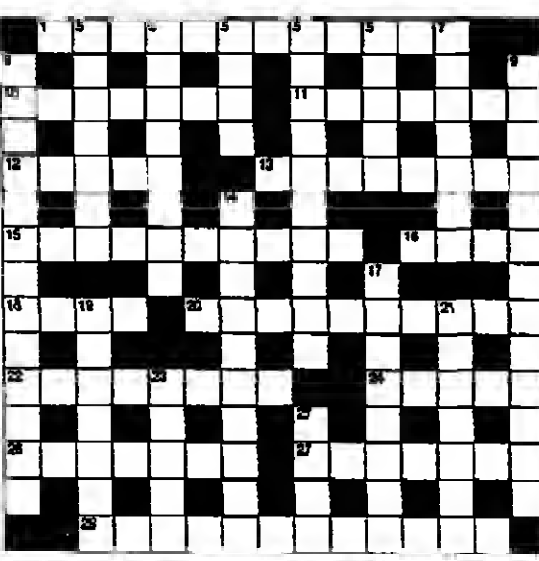
Friday: German money supply in 1997 is expected to have remained in the Bundesbank target corridor of 3.5 per cent to 6.5 per cent. The annualised rate is forecast to be 5 per cent.

## Statistics to be released this week

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	Italy	Oct industrial production*	0.6%	-0.7%		Canada	Nov leading indicators†	0.6%	0.6%
Dec 15	Italy	Oct industrial production not††	4.2%	6.7%		Japan	Nov trade bal (customs cleared) not†	¥1,150n	¥670bn
	US	Nov industrial production	0.4%R		Thurs	UK	Nov M4*	0.6%	0.6%
	US	Nov capacity utilisation	82.9%R		Dec 18	UK	Nov M4**	10.5%	10.9%
	Japan	Nov money supply (M2-CD)††	2.5%	2.7%		UK	Nov M4 lending	£4,00n	£1.2bn
	Japan	Nov broad liquidity**	3.2%			US	Oct trade: goods and services		-\$11.1bn
Tues	Japan	Oct industrial production†	-0.4%			US	Oct goods & service export (bal of pays)		\$70.0bn
Dec 16	Japan	Oct shipments†	-0.7%			US	Oct goods & service import (bal of pays)		\$89.1bn
	Germany	Nov Ifo West business climate index	99.9	99.7		Canada	Oct wholesale trade†	1.0%	1.8%
	UK	Nov public sector borrowing requirement	2.0bn	-5.7bn		Canada	Oct merchandise exports†	1.0%	0.2%
	US	Nov consumer price index	0.2%			US	Dec Philadelphia fed index		10.1
	US	Nov consumer price index ex food & energy	0.2%		Fri	France	Oct industrial production†	0.9%	-1.0%
	US	Nov housing starts	1.53m		Dec 19	France	Oct industrial production ex-energy*	0.6%	-1.0%
	US	Nov building permits	1.48m			Italy	Oct quarterly unemployment	12.0%	11.7%
	Canada	Oct manufacturing new orders	0.5%	0.2%		Canada	Nov consumer pr. index all items not†	0.1%	0.1%
	Canada	Oct manufacturing shipments†	1.0%	-0.3%		Canada	Oct retail sales†	0.5%	0.3%
	US	Bank of Tokyo-Mitsubishi Dec 13		-0.3%		US	Nov treasury budget		-\$35.6bn
	US	Nov real earnings	0.3%		During the week...				
	US	Redbook Dec 13	1.5%			Japan	Nov Tokyo department store sales†		-4.7%
	Japan	Dec whole price index† (first 10 days)		-0.1%		Germany	Nov wholesale price index†	-0.3%	-0.5%
Wed	UK	Nov unemployment	-25k	-10k		Germany	Nov M3 from Q4 96 base	5.0%	5.1%
Dec 17	UK	Oct average earnings	4.5%	4.25%		Germany	Nov M3 from Q4 95 base	6.6%	6.7%
	UK	Oct unit wages three months††	2.2%	2.1%		HK	Nov foreign reserves		\$91.8bn
	UK	Nov retail sales†	-0.3%	2.8%		Germany	Nov producer price index†	0.0%	-0.1%
	UK	Nov retail sales††	4.3%	6.4%	month on month, **year on year (seasonally adjusted)				
					Statistics, country Standard & Poor's M&A				

- ACROSS
- Hides leaves until crushed (4,2,6)
  - Is very good social worker out to become musician? (7)
  - Sailor sounds surprised about oriental ship's kitchen (7)
  - Recommend removing front of boat (5)
  - Rages about back oil - it's for women only (8)
  - Not enough time to equalise after batting (10)
  - Way union leader first dealt with boss (4)
  - Dead good individual (4)
  - A highly nervous condition (10)
  - Nine slim using Russian leader's principles (8)
  - Key opens door - remarkable (5)
  - Disappoints and leaves (4,3)
  - 1 race to destroy some naughty books (7)
  - Coming round a tree leap out like Betjeman? (4,8)

- DOWN
- Making love in a car admittedly plays music! (7)
  - Coming into hut, ineptish diver appeared cold (8)
  - Hiding in the boathouse, curse (4)
  - Soldiers making an escape? (10)
  - Shadow head of university takes mile underwear (5)
  - Possibly tear and discard permit (7)
  - Slow-moving people double parking to go in for car parts (6,5)
  - Helps show time motoring organisation returned used vehicle (6-4,5)
  - Originally selling about two hundred assorted US furs, is flourishing (10)
  - Kicked Ben on his tibia! (8)
  - No top names to be entered continuously (7)
  - Wager comedian must get cross in between (7)
  - So one jockey needed to catch a horse? (5)
  - Live with a socially acceptable lover (4)



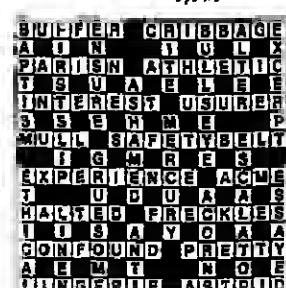
WINNERS 9,546: O. Miles, Oxford; D. Miller, Harrogate, North Yorkshire; R. Morgan, Croxson; M.A. Scott, Blythwood, South Carolina, USA.

## MONDAY PRIZE CROSSWORD No.9,558 Set by ADAMANT

Six bottles of Davys Celebration Champagne for the first correct solution opened and three runner-up prizes of \$40 Davys food and wine vouchers redeemable in person or by post. These prizes are available only to winners living in England, Scotland and Wales. Winners with overseas addresses will receive a set of silver-plated place name bases and cards. Solutions by Tuesday December 23, marked Monday Crossword 9,548 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday December 23. Please allow 28 days for delivery of prizes.

Name: \_\_\_\_\_ Address: \_\_\_\_\_

Solution 9,546



## COMPANY NOTICES



Following the DIVIDEND DECLARATION by Ford Motor Company (U.S.) on 8 October, 1997 NOTICE is now given that the following DISTRIBUTION will become payable on or after 15 December, 1997.

Gross Distribution per unit 2.100 Cents  
Less 15% USA Withholding Tax 0.315 Cents  
1.785 Cents  
Converted at \$1.8975 20.01051546

Claims should be lodged with the DEPOSITARY: National Westminster Bank PLC, NatWest Investments Counter, c/o NatWest Markets, 1st Floor, 135 Bishopsgate, London EC2M 3UR on special forms obtainable from that office.

United Kingdom Banks and Members of the Stock Exchange should mark payment of the dividend in the appropriate square on the reverse of the certificate.

All other claimants must complete the special form and present this at the above address together with the certificate(s) for marking by the National Westminster Bank PLC. Postal applications cannot be accepted.

Dated 15 December, 1997



European Investment Bank  
ITL 1,000,000,000.000  
Floating rate notes due March 1998

The notes will bear interest at 5.25% per annum from 15 December 1997 to 15 March 1998. Interest payable on 15 March 1998 will amount to ITL73,622 per ITL5,000,000 note and ITL736,216 per ITL 30,000,000 note.

Agent: Morgan Guaranty Trust Company JP Morgan

Notice to the Holders of Sino Transportation Co., Ltd. Original City, Japan title "Company" ¥20,000,000,000 1/2 per cent Convertible Bonds 2004 (the "Bonds")

Downward Revision of Conversion Price Pursuant to Conditions of the Bonds, a notice is given to you that on 15 December, 1997, the average closing price per share of common stock of the Company, for the five consecutive trading days up to and including that date, reached 100 yen or more, which is less than the Conversion Price of the Bonds as to be revised as follows:

Conversion Price before revision: ¥1,310  
Conversion Price after revision: ¥947  
Effective Date: 22nd December 1997 (Japan time)

This notice is made pursuant to Condition 14 of the Terms and Conditions of the Bonds.

Sino Transportation Co., Ltd.  
B: The Bank, Limited  
c/o Principal Paying Agent

15th December, 1997

## JOTTER PAD